

Austria	Swiss	Indonesia	Rs1000	Portugal	Reis
Gulf	Dh1000	Imm	Rs1000	Portuguese	Reis
Bulgaria	SDP100	Israel	Sh1000	Poland	21,1000
Croatia	SDP100	Italy	Sh1000	Portuguese	Reis
Czech	CZ100	Rome	Sh1000	Portuguese	Reis
Denmark	DKR100	Korea	DKR100	Portuguese	Reis
Egypt	EGP100	Malta	DKR100	Portuguese	Reis
Finland	FI100	Singapore	DKR100	Portuguese	Reis
France	FF100	Lebanon	DKR100	Portuguese	Reis
Germany	DM100	Lux	DKR100	Portuguese	Reis
Greece	Dr100	Morocco	DKR100	Portuguese	Reis
Hungary	FT100	Nigeria	DKR100	Portuguese	Reis
Iceland	ISK100	Norway	DKR100	Portuguese	Reis
India	INR100	Peru	DKR100	Portuguese	Reis

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EUROPE'S BUSINESS NEWSPAPER



FINANCIAL TIMES

Wednesday September 4 1991

BRAZIL

Coming in from the cold

Page 6

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World News

UK premier angers China with human rights speech

British prime minister John Major, in China for talks on Hong Kong, yesterday delivered an uncompromising attack on his hosts' human rights record.

He told Chinese premier Li Peng that Britain intended to keep up pressure for the release of political dissidents and other detainees. Mr Li riposted with a reminder of Britain's inglorious human rights record during its intervention in China last century.

Page 18; Background, Page 4; Citic deal, Page 19

Brazil plan rejected
Brazilian state governors have refused to back President Fernando Collor de Mello's plans for radical constitutional change. Page 5

Marcos fraud charges
The Philippines brought fraud charges against Imelda Marcos, wife of the country's former dictator, accusing her of spending over \$25m of public money on personal items. She already faces over 30 tax evasion and corruption counts.

Kashmir clashes end
India's army said shooting had stopped after a week of artillery clashes with Pakistan in the border region of Kashmir. The truce followed talks between army commanders.

Iraqi parties
Iraqi president Saddam Hussein ratified a law allowing the formation of political parties - but it will not legalise Kurdish and Shia factions.

Turk spied for Iraq
A Turkish military court jailed restaurant cashier Necati Oyan for 12 years after he admitted taking money to spy for Iraq.

Malaysian crash
A Malaysian charter aircraft with 20 people aboard crashed in jungle on the island of Borneo. Six people were rescued.

Archbishop murdered
Retired French archbishop Yves Plume, 79, the first Roman Catholic bishop sent to Cameroon, was murdered at his home north of Yaounde. Police blamed robbers.

Fire sweeps factory
At least 20 people were killed when fire ripped through a chicken processing factory in Hamlet, North Carolina. About 100 other workers were still unaccounted for.

Change at Greenpeace
David McTaggart, 58, chairman of Greenpeace, retired after 12 years as head of the international environment group. His successor is Finnish lawyer Matti Vuori.

Rebellion call
Supporters of exiled Lebanese Christian general Michel Aoun circulated leaflets urging rebellion against the Syrian army and the Lebanese government of President Elias Hrawi.

5 German executions
Dozens of East Germans said to have died of heart failure in state prisons in the 1980s were in fact guillotined or shot, German prosecutors said.

Ershad trial opens
Former Bangladeshi president Mohammad Ershad went on trial in Dhaka accused of stealing money through the purchase of aircraft in 1989.

UK city riots
Urgent police reports were ordered after rioting in three British cities. Since Friday, police and youths have clashed in Cardiff, Oxford and Birmingham. Page 7

A wonderful life
Award-winning moviemaker Frank Capra, best known for his film classic *It's a Wonderful Life*, died in his California home aged 94.

CONTENTS

Business Summary

Dresdner Bank and BNP agree share plan

Dresdner Bank, Germany's second largest bank, and Banque Nationale de Paris, France's largest state-owned bank, are about to complete a wide-ranging collaboration agreement which will involve cross-shareholdings of around 10 per cent.

The two banks will shortly present their proposals to the European Commission in Brussels - possibly in a few weeks - and to shareholders.

Page 20

JAPAN may act against investors as well as stockbrokers over compensation payments for trading losses. Finance minister Ryutaro Hashimoto will present legislative changes to parliament dealing with compensation payments and with other recently discovered wrongdoings, including links between securities companies and gangsters. Page 18.

Private investors alienated, Page 19

CITIC PACIFIC, Hong Kong listed arm of Peking's China and International Trust and Investment Corporation (Citic), is heading a consortium which is set to win control of Hang Chong Investment, a trading and agency group which is one of Hong Kong's largest unlisted companies. Page 19

RHÔNE-POULENC, France's largest chemical group, reported a 5.4 per cent fall in first-half net profits to FF791m (\$162.2m) after lower asset sales in the second quarter. Page 19

PENTLAND GROUP, British sports shoe concern, may raise its stake in Germany's Adidas sportswear company beyond its present 35.06 per cent.

ASCOM, Swiss telecommunications and automation group, reported a 2.7 per cent advance in first-half sales to SFr1.33bn (\$600m). First-half profits were not disclosed. Page 21

HUNGARY is to sell 45,000 tonnes of surplus wheat to the European Commission, which will give it food-short

CHRISTIANIA BANK has criticised the former management of Norway's second biggest bank for inaccurately reporting credit losses. Page 22

STATEOIL, the Norwegian state oil company, has signed a letter of intent to acquire a 35 per cent stake in Mabanaft, a subsidiary of Germany's Marquard & Bahls, which has annual sales of 260,000 tonnes of crude oil products, mostly gasoline and gas oil. Page 22

CONTINENTAL AIRLINES, the US carrier which has operated under bankruptcy court protection since December, has held "very preliminary" talks with an investment group headed by H. Ross Perot.

STATEOIL, the Norwegian state oil company, has signed a letter of intent to acquire a 35 per cent stake in Mabanaft, a subsidiary of Germany's Marquard & Bahls, which has annual sales of 260,000 tonnes of crude oil products, mostly gasoline and gas oil. Page 22

MACHINE tool-makers in Japan are facing a slowdown. Orders are down for the seventh successive month and companies are braced for lower sales and smaller profits. Page 21

DAIICHI Corporation, financially troubled core company of Japan's Daiichi Real Estate group, is being restructuring after being hit by a downturn in property prices, higher interest rates and a weak stock market. Page 21

AUSTRALIA cut interest rates by a full percentage point to 9.5 per cent, surprising financial markets, which had expected an easing of half a point. Page 4

Commerzbank, Germany's third largest bank, has taken a

more sober approach to the question of co-operating with Crédit Lyonnais since Mr Martin Kohlhaussen succeeded Mr Walter Seipp as chief executive in June.

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EBRD fixes focus for technical assistance

By Peter Norman, Economics Correspondent

THE European Bank for Reconstruction and Development (EBRD) yesterday adopted a plan of action for its operations in the Soviet Union this year that will focus on the provision of technical expertise.

A meeting of the EBRD board, which was attended by a delegation from the Soviet Union and the Russian Federation headed by Mr Ernest Ohminsky, the Soviet deputy foreign minister, decided to concentrate technical assistance in the areas of privatisation, the financial sector, agricultural distribution systems and energy.

The bank, which was set up earlier this year to help the emerging democracies of eastern Europe develop market-based economies, also announced that it will take immediate steps to establish an office in Moscow.

A statement issued after the meeting made no reference to recent suggestions for an increase in the bank's limited ability to lend to the Soviet Union and it is understood that this issue did not figure on yesterday's agenda.

Although the European Community favours increasing the EBRD's lending capacity, the US, Japan and some other members of the bank are opposed.

The bank's action plan stresses the importance of training Soviet managers in how to privatise companies and how to develop a financial services industry. The bank is also providing advice on privatisation to the governments of the republics and municipalities.

Bonn takes harder line on Soviet aid

By Quentin Peel in Bonn

MR Theo Waigel, the German finance minister, yesterday warned strongly against fragmentation of the Soviet Union, and called for guarantees that existing Soviet debts be met.

While arguing for generous western assistance for the democratisation process in the Soviet Union, he admitted that it would only be possible to begin when three preconditions were fulfilled: adoption of the structures of a market economy; guarantees of the repayment of existing loans and working out a joint economic adaptation plan with the IMF and World Bank to guarantee the stability of the currency and strict control of public finances.

His statement amounts to a considerable hardening in the German position, although he promised rapid preparation of plans for co-ordinated food aid, and medical assistance, in the coming months.

The west needs to study the idea of a payments system to revive trade among the countries of the former Soviet bloc and to help integrate them into the world economy, Mr Pierre Bérégovoy, French finance minister, said, Reuter adds from Paris.

• Russia and Poland signed an economic pact yesterday to halt a drastic collapse in trade, Reuter writes from Moscow.

Swift reversal saves the Union from oblivion

By John Lloyd in Moscow

THE Supreme Soviet, and with it some notion of the Soviet Union, appears to have been saved from oblivion.

In his sudden, almost throwaway, announcement to the Congress of People's Deputies yesterday, President Mikhail Gorbachev has, it seems, revived an institution which would draw its elective mandate from the Union. He has also continued the constitutional life of the Supreme Soviet, albeit in a new form. But he seems to have failed to demands that Russia be given power more commensurate with its size.

The precise import of his announcement is, as is now commonplace, still unclear. But what Mr

Gorbachev told the Congress yesterday appears to be this.

The Council of Representatives originally proposed to the Congress on Monday - which was to act as a kind of transitional parliament, made up of 200 representatives from each republic - that a constitution is signed, will not now be formed.

Mr Gorbachev said that in discussions with 10 republican leaders who are now co-operating with him in trying to preserve some form of a union, the question of its legislative powers was "repeatedly raised". They seem to have decided that it could not, constitutionally, be a legislative chamber - although Mr Sergei Alazayev, the Constitutional

Compliance Committee chairman, had earlier said it could.

As a result, the Soviet and republican leaders have fallen back on another model: not the old Supreme Soviet, but a revamped Supreme Soviet as described in the Union Treaty, which seems to have been signed on August 20.

This is conceived of as a two-chamber legislature, with the upper and inferior chamber being the Council of the Republics. The members of this council will be delegated by the union republics - and by the autonomous republics, regions and areas that exist within the union republics, especially within Russia.

The draft treaty says that the dis-

tribution of seats in the new upper chamber will be the same as for the Council of Nationalities in the present Supreme Soviet - 11 each from union republics, four each from autonomous republics, two each from autonomous regions and one each from autonomous areas.

The second chamber is the Council of the Union, elected on a territorial basis across the Soviet Union from constituencies of equal population, regions and areas on its territory - which means that Russia has over half the votes.

In the draft treaty, the houses are given responsibility for jointly taking many key decisions. The Council of the Republics would take the remaining major ones - such as leg-

islating on the shape and function of the federal authorities and supervising inter-republican relations. Laws enacted by the Council of the Union would also have to be ratified by the Council of the Republics.

This would mean that Russia would have a majority in one house and a substantial minority in the other - through its own votes and those of the autonomous republics, regions and areas on its territory which would, in most cases, vote with it. This answers the complaint made by many Russian deputies that the Council of Representatives, with 20 votes to each republic, took no account of Russia's importance.

It also answers the complaints

voiced on the floor of the Congress yesterday that the abolition of the present Congress of Peoples Deputies and the Supreme Soviet violated the constitution.

In addition, the new proposals also address the objections that they had no representation on the Council of Representatives.

Adding to the pressure for change was the conclusion of a joint meeting of the committees on legislation and constitutional supervision, released last night, which said that the law-making function of the Supreme Soviet should be preserved in the transitional period until a constitution is signed.

Raisa relives three days of fear

By Leyla Boulton in Moscow

MR Mikhail Gorbachev and his family have always been known to enjoy a lifestyle which the ordinary Soviet family could only dream about.

But for three agonising days they were subjected to the fear and oppression which has gripped the Soviet nation for seven decades.

This is what emerged from Mrs Raisa Gorbachev's first interview since she suffered an attack of high blood-pressure, which affected her speech, on the day the coup collapsed.

She said she had feared that coup leaders, who claimed her husband was too sick to rule, were flying to their villa in the Crimea to harm the family rather than to give themselves up.

"I thought that they could take measures to turn their life into reality [and that] a tragic ending could happen very quickly," Mrs Gorbachev told *Trud*, the trade union newspaper.

She also revealed that, during their captivity, the Gorbachevs took long walks within the confines of their villa compound in the hope that outsiders would see Mr Gorbachev was not too ill to rule, and had been overthrown.

They also talked on the balcony for fear of bugging - a well-entrenched KGB practice which may now be abandoned with the reforms promised by the security agency's new chairman.

"Our bodyguards recommended that we not talk too freely in the rooms," she said.

For fear of being poisoned, the Gorbachevs ate only food bought before they were put under house arrest.

In explaining why, despite the coup leaders' attempt to isolate them, they happened to have a pocket radio with them, Mrs Gorbachev said that the Soviet president did his own shaving. This surprised her interviewer, since the president's predecessors used the services of the Kremlin barbers.

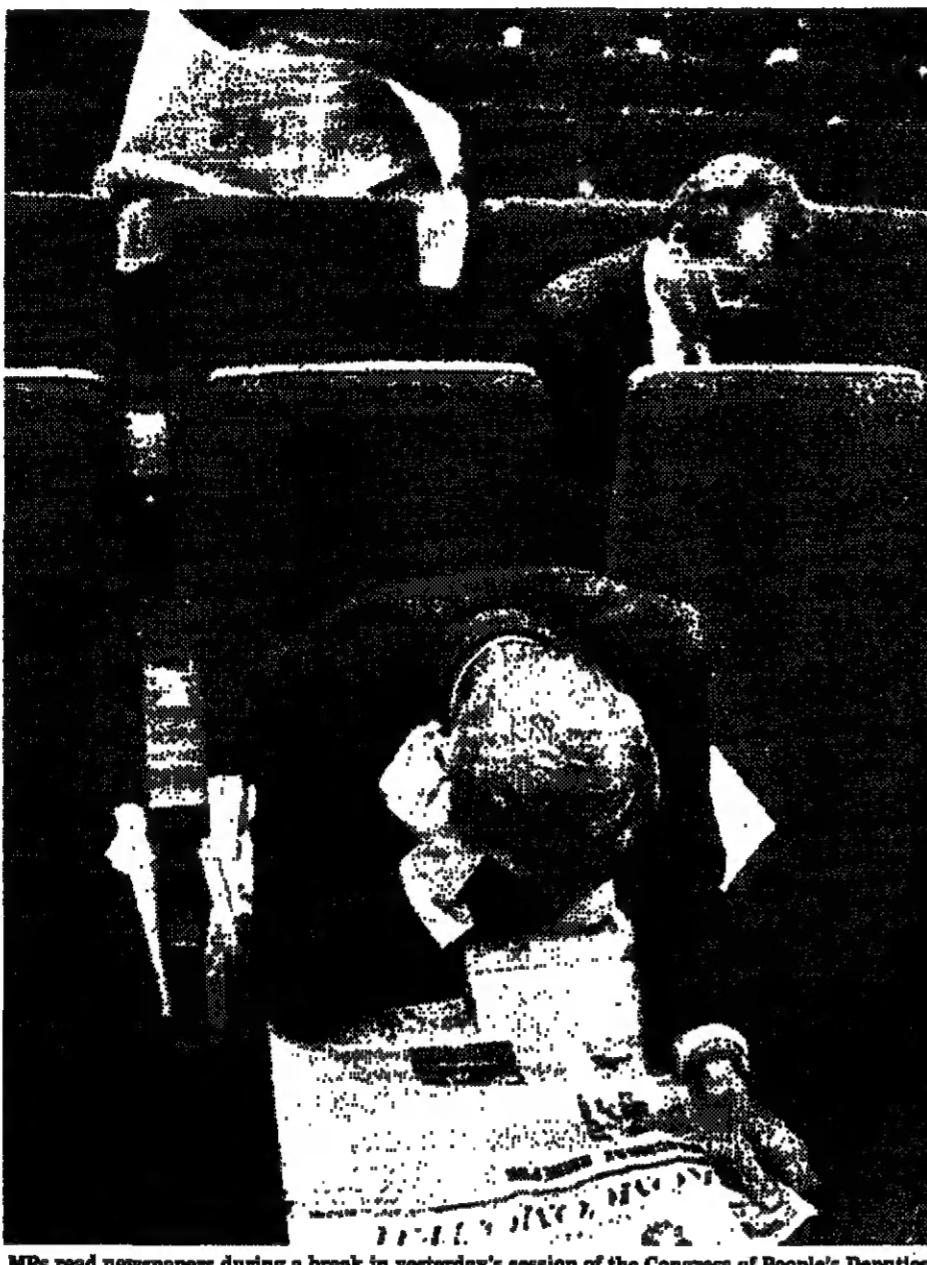
"When Mikhail Sergeyevich shaves in the morning, he likes to listen to 'Mayak' radio station," she said.

Mrs Gorbachev, criticised early in her husband's rule for playing too public a role as first lady, has been seen as many ordinary Soviet people as remote and luxury-loving. News that she shopped during trips abroad with an American Express gold card did little to help her image.

In her interview, she still appeared somewhat stiff, always referring to her husband by his name and patronymic, or as "the president of the USSR".

But she said she read *Trud* regularly, despite the fact that it is seen as working class, and she claimed she was a woman of the people.

"I feel and undergo everything which is endured by each of our citizens. I am part of this society, and these are not just words."



MPs read newspapers during a break in yesterday's session of the Congress of People's Deputies

US may end Soviet space deal ban

By George Graham in Washington

THE US government is considering relaxing its restrictions on the launch of US satellites by Soviet rockets.

This move could open the way for the Soviet space programme to start marketing its services around the world.

Soviet efforts to break into the market for commercial satellite launches has been inhibited by the fact that US regulations forbid the export of such high technology items to countries like the Soviet Union for reasons of national security.

A large proportion of the world's satellites are either owned or made by the US. Washington has refused to allow satellites to be shipped to the Soviet Union, even for the short period necessary for a launch into orbit.

The rules have been relaxed in the past, however, to allow

US payloads to be lifted into space by the Chinese Long March rocket.

The world satellite launching market is dominated by Arianespace, the European consortium, in competition with General Dynamics and McDonnell Douglas of the US.

Increased Soviet access to the world satellite market is likely to meet stiff opposition. Commercial launchers like Ariane complain that the Soviet and Chinese programmes can undercut them because their

prices bear no relation to their costs nor to market reality.

Soviet space officials have periodically proposed their services to the US, notably offering their huge Energia rocket as a heavy launch vehicle.

They have also sold seats on

their space flight to astronauts from other countries, most notably a grumpy Japanese journalist whose television station paid \$12m (£7.1m) for the privilege.

The National Aeronautics and Space Administration

(Nasa) has an agreement to co-operate with the Soviet space agency in space sciences.

The two agencies fly instruments on each other's space vessels and pool data in a number of areas. However, the Soviets have never made any formal commercial offer to

the Soviet Union.

Efforts to market Soviet space capabilities for hard currency, including the orbiting space station Mir, may intensify now that the country's increasing economic difficulties are putting pressure on the space budget.

The space programme has already been scaled back, but

Mr Boris Yeltsin, the Russian Federation president, has complained that too much is spent on space exploration at a time when the country's standard of living is so low.

The three Baltic states were among the 21 founder members of the bank, and since the Soviet takeover the dividend

payments which should have gone to them every year have been kept separately in secret bank accounts.

It is likely that, assuming the Baltic states regain their independence formally over the next few months, they will set up their own central banks, at which point they will be readmitted to the EIS.

Separately, the Baltic republics could also lay claim to about \$6m worth of gold, which they entrusted to the Bank of England in the 1930s and which the Bank sold to the Soviet Union in 1953 as part of a government agreement.

The Foreign Office said that, assuming the Baltic states become independent, they would be free to ask Britain for some of the money back.

The Soviet Union's three Baltic republics look likely to share in a windfall payment of several tens of millions of dollars as the prize for regaining their independence.

Latvia, Estonia and Lithuania would divide between them cash which has been piling up in a Swiss bank account for the past 52 years, ever since their assets were seized by the Soviet Union at the time of the communist takeover at the outbreak of the Second World War.

The money has been controlled by the Bank of England since 1953 as part of a government agreement. The Foreign Office said that, assuming the Baltic states become independent, they would be free to ask Britain for some of the money back.

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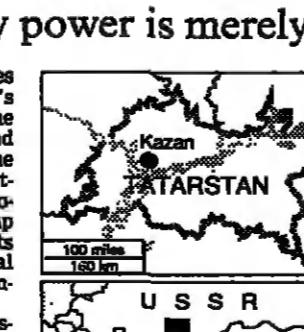
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TATARSTAN

100 miles
150 km

500 miles
800 km

INTERNATIONAL NEWS

Seoul to allow 10% foreign holdings

By John Riddings in Seoul

FOREIGN investors will be allowed to buy up to 10 per cent of the shares in most South Korean companies from the beginning of next year, according to final market opening guidelines announced yesterday by the country's finance ministry.

The guidelines, which were largely in line with expectations, allow for only a gradual opening of the country's stock market. The market, which is capitalised at about \$110bn, is the fifth largest in Asia.

The 10 per cent limit on foreign investment will apply to all companies listed on the stock exchange other than public utilities or strategic industries. Companies engaged in these areas, such as Posco, the country's largest steel company, will have a foreign ownership limit of 8 per cent.

Other companies, which are barred by Korean law from having foreign investors, will remain off limits. This restriction will apply to Kepco, the

South Korean business leaders yesterday attacked the government's proposed budget for next year, condemning it as inflationary and calling for a spending freeze, John Riddings reports.

The proposed budget, which plans a 24 per cent rise in spending to Won33.500bn (\$45bn) is currently being discussed by the ruling Democratic Liberal Party before being submitted to the national assembly.

But it is facing growing criticism because of concern about South Korea's rising rate of inflation. Consumer prices increased by 8.3 per cent in the first eight months of the year, the biggest rise for 10 years.

Several of the country's most powerful business groups, including the Federation of Korean Industry, the Korea Chamber of Commerce and Industry and the Korean Employers' Association, attacked a plan to raise civil service salaries by 12.4 per cent.

state electricity company.

Foreign securities companies in Seoul said that the guidelines still left number of important questions unclear. For example, the announcement failed to clarify whether

"This violates the government's own policy of keeping wage increases below 10 per cent," said an FKI official. "It will make it much harder to recruit part-timers."

The government argues that a sharp increase in government expenditure is necessary to improve the country's infrastructure.

It is implementing ambitious plans for roads, railways, ports and power stations in an attempt to alleviate traffic congestion and to increase energy supply.

It pledged other steps to reduce the rate of inflation and to keep consumer price rises within its target of 10 per cent for the year. Mr Choi Gak Kyu, the deputy prime minister and minister for economic planning, said yesterday that inflation would be tamed by maintaining the growth of the money supply at between 17 and 19 per cent for the rest of the year and by cooling the boom in the private construction sector.

number of technical issues which must be resolved prior to market opening."

These include the procedures for dealing and commission arrangements and the practicalities of repatriating profits and dividends.

According to the guidelines, the ceilings on foreign ownership will include existing Euro-market issues such as convertible bonds, country funds and bonds with warrants. The only exclusions will be for unit trusts and recently issued matching funds. These have a combined value of about 0.7 per cent of the Korean market.

Foreign brokers estimate that between \$2bn and \$4bn of foreign capital will flow into the Korean market in 1992. The market, which saw dramatic growth in the late 1980s has slumped since then. It is one of the few Asian markets to have fallen this year, but is expected to recover as the date for market opening approaches.

THE Japanese government is reviewing the flow of information back to the US on developments in military-related US technology.

The technology is improved by Japanese corporations, working under licence, Japan is sensitive to US Congress criticism that the US military has become over-reliant on foreign suppliers for high technology, and that some of these suppliers were slow to respond to US needs during the Gulf war.

Senior Japanese Defence Agency officials indicated yesterday that they would use a regular bilateral meeting later this month to emphasise that Japanese companies are willing to transfer information on refinements made to US technology.

The two countries have an agreement for joint development in five military-related areas, including ceramic engines and rocket technology, while Japanese companies have various other research projects designed to upgrade US aircraft and missile technology.

WORLD TRADE NEWS

MILITARY-RELATED TECHNOLOGY

Japan reviews its feedback to US

By Robert Thomson in Tokyo

THE Japanese government is reviewing the flow of information back to the US on developments in military-related US technology.

The technology is improved by Japanese corporations, working under licence, Japan is sensitive to US Congress criticism that the US military has become over-reliant on foreign suppliers for high technology, and that some of these suppliers were slow to respond to US needs during the Gulf war.

Senior Japanese Defence Agency officials indicated yesterday that they would use a regular bilateral meeting later this month to emphasise that Japanese companies are willing to transfer information on refinements made to US technology.

The two countries have an agreement for joint development in five military-related areas, including ceramic engines and rocket technology, while Japanese companies have various other research projects designed to upgrade US aircraft and missile technology.

Kinshasa hit by strike over Mobutu

By Julian Ozanne, recently in Kinshasa

THE ZAIREAN capital Kinshasa was brought to a standstill yesterday as the country's pro-democracy movement, fighting to oust President Mobutu Sese Seko, tightened a strike in the city a day after police killed at least one person in anti-government rioting.

The civil service-led strike call, which closed some government offices and brought traffic to a halt, came after police used teargas and clubs on Monday to disperse demonstrators who rioted and erected barricades in the poorer suburbs of Kinshasa.

The clashes have exposed tensions as the country heads deeper into political and economic crisis. Hyperinflation, estimated conservatively at an annual rate of 1,500 per cent, critical shortages of foreign exchange for vital imports, and conspicuous consumption by the political elite have created a discontented urban population.

Fears are growing that the strike and demonstrations, if prolonged, could affect Zaire's production of copper, cobalt and diamonds.

The opposition is seeking to force Mr Mobutu, who seized power in 1965, to allow a representative national conference on the country's political and constitutional future. An attempt to hold such a conference failed in the face of a boycott after Mr Mobutu packed the meeting with 600 bogus delegates and security men loyal to his regime.



New South Wales yesterday banned sales of semi-automatic weapons as 5,000 protesters rallied outside the state parliament. The ban followed eight deaths in a shopping centre massacre last month.

Moscow to keep Mideast line

By Hugh Carnegy in Jerusalem

MR Boris Pankin, the new Soviet foreign minister, said yesterday events in the Soviet Union would not disrupt plans for a Middle East peace conference in October co-hosted by Washington and Moscow.

Speaking to Israel Radio, Mr Pankin countered suggestions that the upheaval in the Soviet Union since the failed coup would at least delay progress towards peace talks. Although Washington has led the peace initiative it has leaned heavily

on Soviet backing to help bring the parties together.

"We will be going in the same direction as previously," Mr Pankin said.

But President George Bush has suggested the conference could still be derailed by differences over Palestinian representation. Mr Bush also said he did not think the process had been affected by what had happened in Moscow. But he carefully avoided predicting the timing of what is planned as a

largely ceremonial conference, to be followed by a series of bilateral negotiations.

He said "the ball lies in other courts" - a reference to deep differences between Israel and the Palestine Liberation Organisation over who should represent the Palestinians.

Mr Yitzhak Shamir, the Israeli prime minister, said he expected Mr James Baker, the US secretary of state, to return to the region shortly to try to resolve the issue.

Most newspapers have carried editorials and letters since the election urging the government not to abandon the relatively liberal style adopted by Mr Goh since he replaced the autocratic Mr Lee Kuan Yew, Brig Gen Lee's father, as prime minister in November. Mr Goh said after the election that he was considering "modifying" his style.

"I don't think that what has happened is a destabilising factor. The government is pretty well encircled here and there is no question of it being overturned overnight."

There were also signs that government concern over the fall in the PAP vote was dissipating following detailed anal-

ysis of the results.

Brigadier General Lee Hsien Loong, one of two deputy prime ministers, said there were signs that the opposition would act constructively.

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"I don't think that what has

Singapore businessmen shrug off election result

By Kevin Brown in Singapore

BUSINESS leaders in Singapore yesterday dismissed suggestions that overseas investment might be affected by the emergence of a parliamentary opposition in the general election last Saturday.

The ruling People's Action Party won 77 of 81 seats, but its share of the popular vote fell to 61 per cent from 63.2 per cent at the last election in 1988. Opposition parties won four seats, compared to one in 1988.

Mr Goh Chok Tong, the prime minister, warned before the election that a fall in PAP support might cause a loss of

confidence among foreign investors, leading to economic decline.

However, most local and overseas business leaders said the lower PAP vote reflected a desire for a two-party political system, rather than a rejection of government policies.

Many also noted that Mr Chiam See Tong, leader of the opposition Singapore Democratic Party, supports government economic policy, including the PAP's emphasis on attracting foreign investment.

"The government is still in power and its basic plans for

the future are still intact. Unless there is a major change in policy which is to be signalled later, I cannot see anything to be unduly worried about at this stage," said Mr Toh Tiong Ser, managing director of Ong and Co, a local stockbroking firm.

According to Mr Yasunori Kozuki, secretary general of the Japanese Chamber of Commerce, "Japanese companies think there is no change in the position of the government, and there will be no drastic changes of policy."

Mrs Joan Boyle, director of

the British Business Association, said there appeared to be no likelihood of dramatic policy changes, or of a loss of political stability. "Like the rest of the foreigners, most of the British think Goh Chok Tong is over-reacting."

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If you don't come to grips with environmental legislation you could go out of business.

Business now faces a tightening band of environmental legislation that will have a marked effect on your business. Manchester Business School has designed two courses that will enable business people to identify these critical issues and the types of response that can help you achieve a competitive edge based on environmental performance. A 1-day seminar entitled 'Meeting The Challenges of Environmental Legislation', aimed at senior managers, takes place on the 16th October 1991. A 5-day residential course entitled 'The Key Role of Environmental Issues in Strategic Planning', considers strategic responses to environmental problems. Both are run in association with The Environment Council's Business and Environment Programme.

For further information contact: Dr. Nigel Roome, Manchester Business School, Booth Street West, Manchester M15 6PB. Tel: 061 275 6460 Fax: 061 273 7732

MANCHESTER BUSINESS SCHOOL

UK and China see HK airport deal as basis for co-operation

By Philip Stephens, Political Editor, in Beijing

BRITAIN and China yesterday characterised their agreement on the construction of a new international airport in Hong Kong as the start of a new phase of co-operation over the transfer of the colony in 1997.

In his remarks at the signing ceremony Mr Li Peng indicated that he saw the airport agreement as the basis for increased "understanding and mutual accommodation" over Hong Kong during the next six years. Mr Major endorsed the two sides' indicated that they had resolved a number of other outstanding issues during the transition period.

Those issues included the creation of new court of final appeal in Hong Kong and provision for Hong Kong to sign investment protection agreements with other nations. The governments also agreed to accelerate work in the joint liaison group set up under the Sino-British declaration of 1984, buttressing its work with twice-yearly meetings of the Chinese government seeking any veto, condominium or joint administration.

As a result, the communiqué said, "both leaders expressed their confidence in the future success of Hong Kong as an international economic, financial and trading centre". The careful phrasing,

however, did little to disguise the remaining differences between Britain and China over the degree of influence which Beijing should wield in the run-up to 1997.

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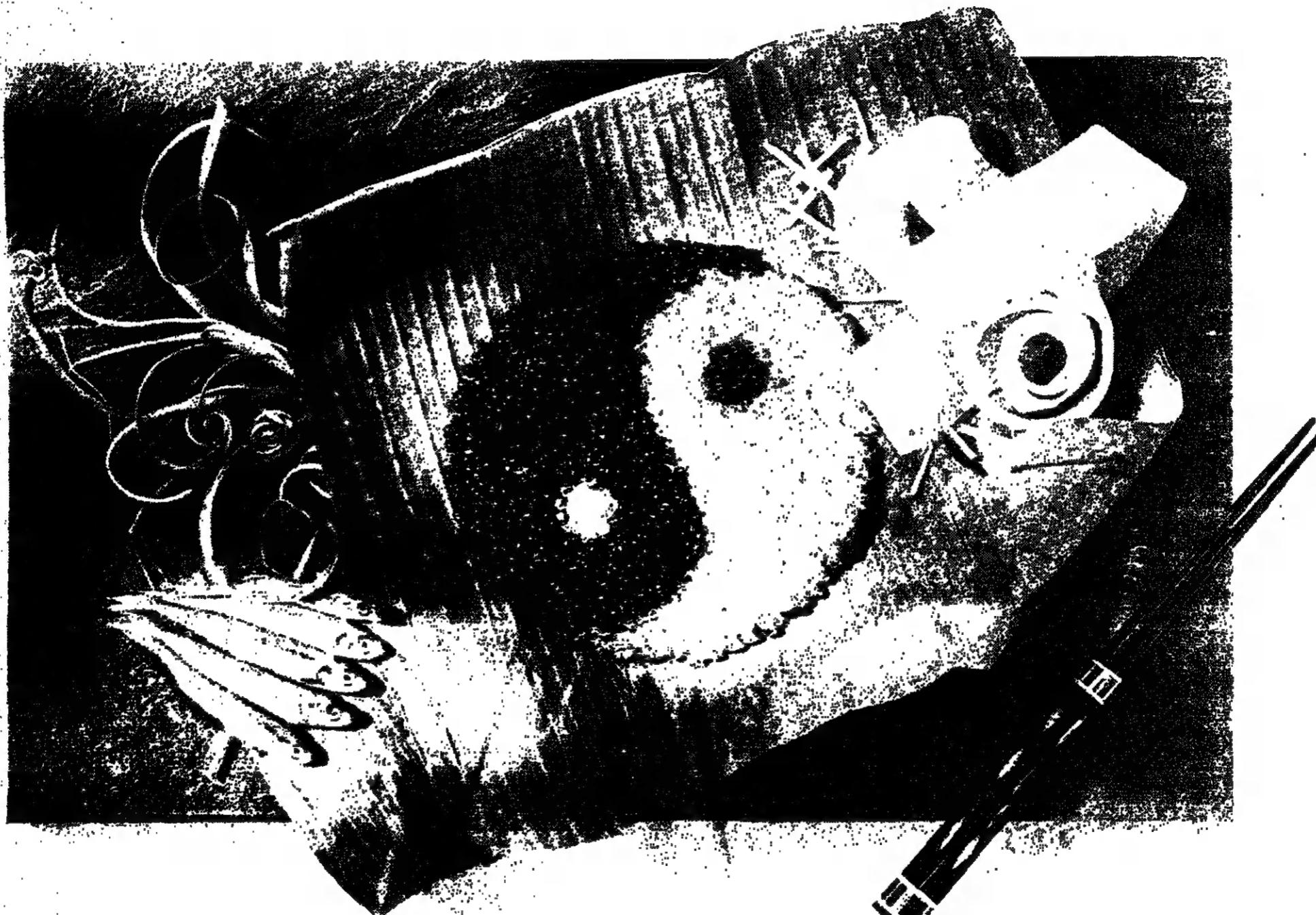
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Jeffrey T. S.

Doing Business with Confucius.



It's a well-known fact some Asian countries are among the world's leading economies.

The success of the Confucian philosophy in the computer age.
Looking closer at the causes, one of the first things that springs to mind are the teachings of Confucius, dating back over 2,500 years ago - a school of thought which laid the groundwork for an unusually favorable economic environment.

The foundation for success has been built on an uncompromising recognition of competence, the importance of getting a good education, and especially the individual's profound feeling of being at one with both society and his employer.

It goes without saying that such strengths, which have evolved over generations, also involve duties. For in order to sustain the climate of harmony, each individual is expected to comply with various, and at times subtle, rules of behavior.

To take an example: those much-beloved and protracted business dinners are not designed primarily as a medium for business negotiations.

But by fostering a state of harmony and creating the correct atmosphere, they do help one successfully conduct business.

If in the course of negotiations you are confronted with a situation where you could in some way cause your counterpart to "lose

face," you should refrain from persisting even if you are clearly in the right. You can expect this demonstration of good will to be met with grateful recognition, even if none of those present openly show it.

By behaving in this way, you will have by no means lost influence. On the contrary, you will have shown that you have taken to heart the most important rule of conduct: always permit your counterpart to save face in a dignified manner. And by doing so, you will also further your own interests.

Business in Asia requires patience and time. But once accepted, you'll always be accepted.

Dresdner Bank has been an active and respected member of the Asian business

scene for many years now, with nearly five hundred committed professionals - both western and eastern - serving customers with their experience and expertise.

Our customers know they can rely on us to help bring their interests into harmony with the various Asian markets, each with its own particular local business customs.

And yet, every day even we still learn something new.

That is how it should be. For, in the words of a Chinese proverb, continually striving to secure longterm success is more important than "quickly plucking a feather from a passing goose."



Dresdner Bank

AMERICAN NEWS

Democrats believe performance at home is president's Achilles' heel

Bush turns spotlight on US domestic agenda

By Lionel Barber in Washington

PRESIDENT George Bush, conceding that US schools "are in trouble", yesterday launched a campaign to deflect Democratic charges that he is more interested in solving problems abroad than at home. In a speech in Maine en route to Washington after a month-long holiday dominated by the Soviet crisis, Mr Bush cast himself in the role of an "education president" committed to raising standards in schools.

In the next four weeks the White House has scheduled trips to at least 10 other states to show that Mr Bush has a domestic agenda on which to contest next year's election. The focus will be on education, as well as the administration's crime and transportation bills.

Democrats led by Mr Richard Gephardt, House majority

leader, believe domestic issues are Mr Bush's Achilles' heel.

Turning to education yesterday, Mr Bush seized on last week's news that scores in the verbal skills section of a broad national measure of performance at high school had fallen to their lowest level since 1983. The figures showed that, although the percentage of US students who score highly has remained consistent for a decade, the low scorers are falling further behind.

Some educational experts warn the system is creating an "educational élite" and an "underclass of students" in high school.

Individual states, rather than the federal government, bear most of the burden of running and funding schools. Mr Bush has avoided promising more federal money, relying



George Bush: held sessions with domestic advisers

Sharp increase in US orders

By George Graham in Washington

US manufacturing continued to revive last month as new orders increased sharply, according to statistics published yesterday by the National Association of Purchasing Management (NAPM).

The purchasing managers' index, which provides a widely watched early measure of the industrial economy's health, rose to 54.8 per cent in August, its highest level for nearly three years.

This was the third consecutive month in which it stood above 50 per cent, indicating the manufacturing economy is expanding.

Government economic statistics in the last few weeks have given contradictory signals of the health of the US economy, but the purchasing managers' index provides support for estimates that the economy is now recovering reasonably strongly from recession.

Mr Robert Bretz, chairman of the NAPM, said his association's index had averaged 45.1 per cent for the first eight months of the year, which past experience showed would be consistent with a growth rate of only 0.4 per cent in the whole economy.

If the index remained at

August's level, however, this would be consistent with real growth of about 1.4 per cent for the full year.

The rise in the index was fuelled by the fourth consecutive monthly increase in new orders. New export orders also continued to grow.

Separately, the Commerce Department said construction spending rose by 1.8 per cent in July to a seasonally adjusted annual rate of \$404.9bn (\$241bn), the first increase since April.

However, spending was still 10.6 per cent lower than a year earlier.

Argentine industry signs pact

ARGENTINA'S government and industry have signed an agreement to reduce costs and increase production, in a bid to stabilise the economy, writes John Barham in Buenos Aires.

Announcing the accord, President Carlos Menem said the watchword was "invest, invest, invest".

The agreement calls for the government gradually to abolish regressive taxes, bring prices in line with the international market and continue deregulation of the economy, while industry promises to increase output and employment without raising prices.

• Inflation in August rose 1.3 per cent, the lowest increase in 20 years, the government said yesterday. The annualised rate fell to 144.5 per cent.

Officials were heartened by a 0.4 per cent decline in wholesale prices, but said cartels were stopping the fall from filtering down to the rest of the economy.

State governors reject Collor plan

By Christina Lamb in Rio de Janeiro

PRESIDENT Fernando Collor de Mello of Brazil has failed to secure support from the country's 27 state governors for a proposal to change the constitution radically.

The government believes the constitutional amendment is essential for it to reduce federal expenditure and bring inflation under control. Mr Collor has said that by offering to roll-over \$87bn (230.9bn) owed by the states, he could secure the governors' help in persuading his party men in Congress to vote the plan through.

The presentation of the amendment to Congress, scheduled for next Tuesday, looks likely to be delayed after a week of talks with governors and planning secretaries broke up with no agreement.

Mr Frederico Mazzuchelli, secretary of works for São Paulo, Brazil's largest state, said yesterday: "We have completely denounced the idea of linking state debt to political support. The amendment debt to political support. The amendment

is a political matter for Congress to discuss, while rolling over of state debt is a technical matter to be discussed between the federal and state administrations."

Many states are angry too at the idea of negotiating their debt as a bloc, given the disparity in incomes and indebtedness. Only four states are solvent - Santa Catarina, Paraná, Ceará and Espírito Santo. But three large debtors - Rio de Janeiro, São Paulo and Minas Gerais - have considerable income-generating capacity and are less threatened by the

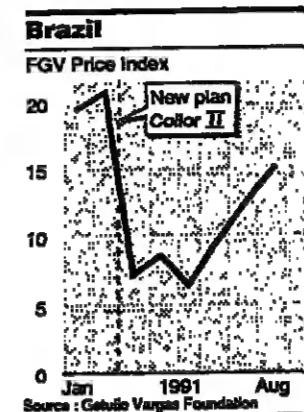
situation than those such as Piauí and Maranhão, which have heavy debts and low incomes.

The states' decision is a setback for the government, which hoped to put the amendment before Congress quickly to meet conditions for an agreement with the International Monetary Fund which included a recommendation for constitutional reform.

The government will now intensify contacts with political leaders in Congress. But the most crucial point of the amendment, such as ending guaranteed job stability for civil servants and opening up restricted sectors such as mining and telecommunications to foreign investment are unlikely to be passed.

Brazil seeks to come in from the cold

Policymakers want to end financial isolation, writes Christina Lamb



Source: Getulio Vargas Foundation

the backdrop for increasing confidence in the country's economic prospects.

Senator Roberto Campos, a former planning minister, said: "Brazil has belatedly realised that playing the tough guy just irritates people and brings no benefit and that there is a link between internal and external adjustment." However, an adviser to Mr Collor had a different explanation: "The president is fed up with being seen on his travels abroad as the man who doesn't pay his bills."

The change in the Brazilian

stance was made possible by a

replacement of Brazil's entire

economic team in May and the

appointment of Mr Moreira in

place of the confrontational Ms Zélia Cardoso de Mello, who

had infuriated bankers with her aggressive manner, delay-

ing this agreement on the repay-

ment of more than \$8bn in past

due interest until April.

Brazil made its first payment on arrears in July and is already benefiting from its new consensual approach; the Inter-American Bank has agreed loans exceeding \$1bn over the next two years.

After suffering a net outflow of capital over the past three years the country's recent opening of its stock exchange to foreign investors has attracted considerable interest, bringing in \$140m in August alone.

Last month a Eurobond issue in London by Petrobras, the Brazilian state oil company, drew so much interest that the issue was raised from \$100m to \$250m and the company now plans a further \$200m.

The Petrobras issue marked the first time a debtor country, technically in arrears and with no agreement with its creditors, has been able to return to the world capital markets.

But Brazilian officials are under no illusion that importing virtue and capital from abroad will succeed in improving the domestic stability that the government has so far failed to achieve.

An IMF agreement may be threatened by predictions of a 2 per cent Treasury deficit this year. At the same time, another change of economy minister - or - against the backdrop of widespread public cynicism - a sixth shock economic programme in six years could jeopardise any accord with creditors and quickly stanch capital inflows.

Surinam attempts to set up government

ATTEMPTS are being made this week to form a government in Surinam, three months after an election in which no party won the majority needed to name a president, writes Canute James.

Local authorities and community groups are to meet on Friday, using a clause in the

constitution which allows them to elect a president.

The Dutch-speaking republic is being run by an interim administration appointed by the army.

The New Front for Democracy - which took 34 of the 51 seats at stake in the May 25 election - had hoped to form a

Kevlar*, Nomex* and Tyvek*: Three lifesavers from Du Pont.

When Captain Brown and his men go into action, they have to be quick but cautious. Their task is to protect people and the environment, in particular against dangerous toxic substances, contaminated dust and similar hazards.

Protective clothing can be a matter of life or death, in this job as well as in many others. For example, in bullet-resistant vests, or flame- or chemical-resistant overalls, KEVLAR and NOMEX III fibres and TYVEK* spunbonded olefin play a vital role.



Clothing protective clothing made from TYVEK
(Photo: Kestrelon-Le Roche Inc.)

Tyvek also guards against invisible hazards.

Protective clothing of TYVEK is used wherever people come into contact with toxic substances or aggressive chemicals. TYVEK is a non-woven fabric that acts as a barrier. Not even minute pollutant particles or bacteria measuring no more than half a thousandth of a millimetre can penetrate this highly dense material. Garments made from TYVEK not only keep out asbestos dust and other dangerous particles, but also provide effective protection against chemicals during crop spraying. In cleanrooms, protective clothing of TYVEK prevents particles given off by the

skin from contaminating work areas, where even the smallest amount of dust would be a problem in microchip production, for instance.

Very light and exceptionally tear-resistant.

TYVEK is a spunbonded olefin material produced by a unique process from millions of ultra-fine polyethylene fibres. The result is a lightweight material that combines the finest properties of film, fabric and paper. It is waterproof, has high tensile strength, is tear-resistant and unaffected by a large number of chemicals.

No other material is so impermeable, so strong, so light, yet breathable.

Coated versions of TYVEK are available to suit requirements in terms of barrier performance



Farmers protective overalls made from NOMEX III
(Photo: Kestrelon-Le Roche Inc.)

for specific toxic chemicals. Contact Du Pont for details from our permeation guide data book.

Nomex III - The fibre for fire-risk applications

Whenever fire and heat are involved, time is of the essence. A protective garment of NOMEX III can provide protection against fire for a critical period.

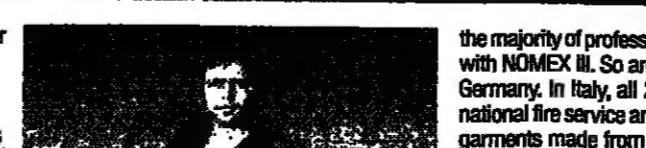
NOMEX III is a blend of NOMEX meta-aramid and KEVLAR para-aramid. The inclusion of KEVLAR prevents the material from breaking open when exposed to flame, and thus the skin is protected longer from the effects of heat. This invaluable feature makes NOMEX III superior to other heat- and flame-resistant materials.



cotton for the same protective performance, garments made with NOMEX III are also more comfortable to wear.

To check the degree of protection afforded as accurately as possible, a special test manikin was developed by Du Pont. Known as the "Thermo-Man", it is 1.85 metres tall and has 122 sensors distributed over its entire surface to register temperature, quantifying pain thresholds and the critical point when burns first occur.

Public authorities and organisations are relying increasingly on clothing made from NOMEX III. In the U.K. the majority of professional firemen are equipped with NOMEX III. So are an increasing number in Germany. In Italy, all 25,000 members of the national fire service are equipped with protective garments made from NOMEX III. And many military aircraft pilots and car racing drivers wear overalls made from NOMEX III.



A policeman's protective vest made with KEVLAR
(Photo: Kestrelon-Le Roche Inc.)

When KEVLAR was developed by Du Pont, it set entirely new standards in fibre technology. NOMEX III has another major advantage: its flame resistance is retained permanently, unaffected by either frequent washing or wear. And since the material made from this fibre is as much as 40% lighter than flameproof

Never before had a fibre been so light and yet so strong, as well as corrosion-proof, heat-resistant, self-extinguishing, non-magnetic and electrically non-conductive. And it retains its useful properties from -40°C to +180°C.

Du Pont has now developed its second generation KEVLAR, the "Hx" Series, with properties even more outstanding. KEVLAR is used, for instance, to make bullet- and fragment-resistant vests for police and armed forces, and cut-resistant jackets for fencers as well as industrial workers.

Innovative technology means progress.

KEVLAR, NOMEX and TYVEK are produced by the Engineering Fiber Systems division of Du Pont, which also developed TEFLON*, TYPAR*, CORDURA* and high-strength Nylon. From house and home to air and space, these products have opened up new perspectives in countless areas. Du Pont is one of the world's leading research-oriented companies, with 39 production plants and laboratories in Europe alone.

Du Pont de Nemours International S.A. Engineering Fiber Systems, P.O. Box 50, CH-1218 Geneva, Switzerland
Du Pont Engineering Fiber Systems. Develop with us.

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DU PONT

Self-Interest

TRANSPORT

Brel replaces chief executive as losses rise

By Richard Tompkins, Transport Correspondent

BREL chief executive of Brel, Britain's biggest railway train manufacturer, has lost his job because of the company's failure to deliver trains to British Rail on time.

Mr Peter Holdstock, 50, who led the management-buyout of Brel from BR in April 1989, has been replaced by Mr Ed Soderstrom, a 33-year-old Swede with long experience in the railway equipment industry.

Mr Holdstock's departure is understood to have been prompted by Brel's plunge into losses resulting from the company's continuing inability to meet production schedules on new trains for BR.

The most serious delays have been with a new express train called the Class 165 which was supposed to have led to a leap in quality of services on Regional Railways and ScotRail routes from September 1990.

Instead, timetables were thrown into chaos when production difficulties led to a year-long delay in delivery.

Testing troubles with the new trains have caused further serious problems since they started entering service.

Brel has also fallen badly behind schedule on the production of a new class of suburban trains called the Class 165, destined for Network SouthEast's routes out of London's Marylebone station.

Mr Ian Forrester, Brel's director of personnel and business services, said the delays in deliveries meant sales income was failing to match the company's heavy outgoings on labour and materials for the new trains. He would not spec-

ulate on the expected losses this year, but acknowledged that they would mark a significant reversal from the pre-tax profits of £22.4m in the year to September 1990.

Mr Holdstock was managing director of Brel when it was the state-owned rolling stock manufacturing division of British Rail. He became chief executive on leading the buy-out which took Brel into the private sector in April 1989.

The buy-out was backed by Asea Brown Boveri, the Swiss-Swedish engineering group, and Trafalgar House, the British construction group. Each of these owns 40 per cent of Brel, with the remaining 20 per cent owned by the management and employees.

In the last seven months Brel has shed 1,650 jobs in two tranches - the second of them

just six days ago - in an attempt to bring costs into line with income and improve financial performance.

Mr Soderstrom's appointment appears to have been at ABB's instigation. Between 1980 and 1990 he was managing director of the Hägglund Group, an Asea subsidiary producing military and railway vehicles, hydraulic products and cranes.

Later he was chief executive of FFV Group, a Swedish government company making defence, aviation and electronic products.

• The private sector should be given the opportunity to build a freight-only railway line stretching from the Channel tunnel to Scotland, a report from the National Economic Development Council says today.

It warns that British industry will suffer from higher costs, growing congestion and less reliable delivery times if the so-called rail spine is not built. The report, drawn up by the NEDC's construction industry sector group, says the opening of the Channel tunnel in 1993 will create the opportunity for more international freight to go by rail.

Continental Europe, it says, is already moving towards the use of combined transport, whereby freight loads are transferred from lorries to trains for the long-distance part of their journey.

But because Britain's railways lack the larger clearances of Continental-gauge railways, the report says, Britain is in danger of being excluded from this new European combined transport system.

Observer, Page 16

It warns that British industry

BRITAIN IN BRIEF**Benetton poster is 'offensive'**

Benetton, the Italian fashion retailer, has been asked by the Advertising Standards Authority to withdraw an "offensive" nationwide poster campaign launched in the UK ten days ago. The poster, depicting a new-born, blood-smeared baby, had generated an unprecedented number of protests, the authority said: more than 300 complaints had been received.

Benetton had been advised before the campaign that the poster, produced in Italy, was "likely to cause great offence" but the advice had been ignored.



Police riot squads (pictured above) have clashed with youths in three British cities over the past few days. A power failure led to looting and attacks on police in Birmingham, England's second city. In Oxford police charged through a barrage of bottles to disperse 150 youths after two people were beaten up. In Cardiff 34 people have been arrested since Friday.

Disaster relief helpline**Party launches new strategy**

The British Red Cross has launched an information pack designed to help local authorities set up future disaster appeals quickly. The Disaster Appeal Scheme offers the procedures and mechanisms to allow a trust to be established for public donations immediately in the event of an emergency.

Fall in apprentices

The number of apprentices joining manufacturing companies in the engineering industry this summer has dropped by an average of about 30 per cent, the new Engineering Training Authority has said. The ETA said enquiries this June at a representative sample of engineering training centres suggested that the intake of craft and technician apprentices would fall by between 25 per cent and 50 per cent, with an average of about 30 per cent.

Fund group postpones issue

An investigation involving British Coal, the mines inspectorate and the mining industry has been set up following an accident at a South Yorkshire colliery when a conveyor belt ran out of control in a tunnel 900 feet underground. A fleet of ambulances took 41 injured miners to hospital, although none were seriously injured. The 642-man pit, which produces 9,000 tonnes of coal a week, will resume normal operations later today when staff will walk the 976 metres to the work area. There were 163 men underground when the accident happened.

THE BCCI SHUTDOWN

IMRO issues handbook

The Investment Management Regulatory Organisation, the self-regulatory body for the fund management industry, has published a revised rulebook which largely frees professionals from investor protection rules. The rules still apply to private clients.

IMRO is the first self-regulatory body to release a new rulebook intended to comply with the Securities and Investments Board's core rules. The rulebook has been tentatively approved by the SIB and takes effect from November 30.

"They detect this government, yet, unwillingly they may keep it in power by their insistence on continuing the argument over whether we should accept any legal regulation of union affairs. They provide our enemies in the media and the government with a stick to beat us."

Editorial comment, Page 16

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MANAGEMENT

Andrew Fisher explains why a German industrial group streamlined its activities

Rationalisation gives Linde a lift

For a company which is the world leader in one of its activities and among the top producers in others, Linde is surprisingly reluctant to blow its own trumpet.

When the German industrial group bought Lansing Bagnall of the UK three years ago, it became the world's biggest producer of fork-lift trucks. It is also a prominent producer of gases, industrial plant, and air-conditioning systems.

None of these industries is particularly exciting. Nor do there seem to be any obvious links between them, though the company insists there are some synergies. So what makes Linde tick? More to the point, what makes it so profitable?

Based on the outskirts of Wiesbaden - the elegant capital of the state of Hesse, which also includes the much more bustling financial and commercial city of Frankfurt - Linde does not go out of its way to encourage publicity. "We have a restrained style," admits Hans Meinhardt, 60, the chief executive. "Firstly, we are not so big. And secondly, we want to gain attention through our performance and not through making lots of noise."

Its record is one of steadily improving results. Turnover has doubled in the past 10 years, with an 11 per cent rise to DM6.1bn (£2.1bn) in 1990, and a further gain of at least 10 per cent expected for 1991. Net profits were 14 per cent higher at DM213m (£72.1m) last year, though the rate of increase in 1991 will be less than that of turnover because of a heavy investment programme; in the second half, pre-tax profits were 5 per cent higher at DM236m, with turnover up by 13 per cent to DM3.1bn.

Under Meinhardt, chief executive for 15 years, Linde has streamlined its main activities, shed peripheral businesses, and expanded in both western and eastern Europe. By the time he took on the top job at the age of 45 in 1976, the company had

spread far beyond the original activity of ice-making and refrigeration equipment started by its founder, Carl Linde, a Munich engineering professor.

Meinhardt decided Linde was in too many areas of business. His thinking had been strongly influenced by a three-month spell with Raytheon, the US electronics company based near Boston. Tom Phillips, then the company's president, instilled some of the lesson into the young Meinhardt, who returned to Linde with his ideas about its future.

Since Meinhardt took the wheel, Linde has sold off activities which produced around DM2bn of turnover. "We have only four." Among the businesses to go were machine tools, large refrigeration and air-conditioning units, diesel engines, and welding equipment. "Linde didn't look too good then," Meinhardt says of the time when he became chief executive. Through being in so many areas, it had lost its way.

One lesson Meinhardt learnt from Phillips was that diversified companies had to be with the leaders in whatever activities they took part.

Another was that the businesses and products of such a group had to be large enough for its total size. There was no point in being in areas which took up too much management time for little reward.

Today, Linde's six-man board of directors is closely involved in operations, as well as taking care of strategic planning and financial controls. "We are a company where the management looks after the operations. We are not a conglomerate with a holding company at the top."

Linde only wants to be in areas which are technologically challenging and which its directors can understand. Meinhardt adds that the management board must also be no bigger than if Linde was a one-business company. Thus, each board member has responsibility for a function

on from some degree of success to the realm of super-success - to go beyond "better" and become "the best".

Concludes that a market-oriented strategic transformation is crucial to super-success.

Changes in employee share scheme law. D Cohen in the *Law Society Gazette* (UK), March 91 (2 pages)

Reviews the changes in the funding of employee share ownership plans (ESops) and the newer employee share ownership trusts (ESots) brought about by the Companies Act (1989) and the Finance Act of 1988 and 1990.

Strategic transformation: the success of high-technology companies. E B Roberts in *International Journal of Technology Management* (Switzerland). Special publication 1991 (22 pages)

From a study of successful high technology companies in the greater Boston area of the US, attempts to identify the strategic actions needed to go

such as development, production, marketing, or finance. Each division also has a director representing its interests at board level.

"We want short decision-making channels," says Meinhardt. Between 70 and 80 per cent of the daily decisions are made by the operational "line managers". The remaining 20 per cent or so, including big investments and acquisitions, is for the board. The director responsible can sort out many issues himself or with the chief executive. Thus the full board only has to discuss the biggest policy moves and is not bogged down with detail or bureaucracy.

Meinhardt stresses: "We are competing with companies which are only active in one sector. We have competitors which only make fork-lift trucks, or only produce gases, or only build industrial plant. And we want to be able to react just as quickly, competently, and flexibly as if we were only in one business area."

Meinhardt sees good prospects in all of Linde's sectors. In industrial gases, for example, it is spending heavily on new plant in east Germany and Czechoslovakia. At Lansing, an investment programme of more than £50m is under way. On the industrial plant side, Linde is building a DM1bn ethylene facility for BASF, the German chemical concern, in Antwerp; this is Linde's biggest ever contract.

In addition, the group wants to squeeze more profit from its divisions through better organisation, logistics, and rationalisation. The purchase of Lansing, for example, has led to a reshaping of Linde's industrial truck manufacture between its British, German, and French factories.

Because of the depth of the UK recession, Lansing's reorganisation is taking place at a rough time for the domestic materials-handling market. But the revamping is on schedule and last year's turnover at Lansing of around DM500m

should be repeated in 1991, with a rise to well over DM600m in 1992. In 1994, the figure should exceed DM700m, with a return on sales of 7 per cent or more before tax, in line with the rest of the division.

Last year, the materials-handling division, including fork-lift trucks and hydraulic machinery, accounted for just over half of turnover. But as other activities like gases and plant construction grow faster, this proportion will drop to around 45 per cent in a few years.

Linde is investing some DM200m in new gas plant and equipment in the east German chemical complex of Leuna. As the east German economy picks up - Meinhardt sees signs that this is beginning - demand for industrial gases there should rise sharply. In the meantime, it can supply the new eastern states from its present facilities.

A further DM150m is being invested in gas plant in Czechoslovakia. Thus, while industrial gases now account for 20 per cent of turnover, they should move up to 24 per cent, with process plant (now 16 per cent) and refrigeration (13 per cent) also improving their shares.

In all four of its sectors, Linde faces tough competition. The Japanese are its toughest most spirited rivals in fork-lift trucks, though it is also up against US and European producers. In refrigeration, there are numerous European competitors.

Since industrial gases are too awkward to export, this market tends to be divided regionally. But the big European producers have pushed strongly into Germany.

Hence in all its activities, management agility will be at a premium. Linde is also alert for opportunities in the US, where its representation is weak and where the Japanese have over-run the industrial truck market. Self-effacing or not, Linde will certainly have to be aggressive in coming years.



Hans Meinhardt

Linde faces tough competitors in fork-lift trucks from the Japanese

Report design: handle with care. J Longhurst in *Accountancy* (UK), Apr 91 (2 pages)

Sets out the attributes of design which make a good annual report reading encouraged, ease of information access, key messages conveyed. Examines the growth of design companies geared to produce improved presentation, and specified some recent successes.

Simulating ownership for line managers. G B Stewart in *Journal of Applied Corporate Finance* (US), Autumn 90, (9 pages)

Considers the use of economic value-added as a performance measure to encourage managers to become "owners" and to compensate them for

their efforts. Shows how EVA can be used as an incentive to improve performance through the use of two case studies at Coca-Cola and Applied Power (hydraulic/sensor technology).

Details how such a scheme should be separated from the budgetary and strategic planning process and how it can be financed.

Strategic transformation: the success of high-technology companies. E B Roberts in *International Journal of Technology Management* (Switzerland). Special publication 1991 (22 pages)

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Competitive advantages in manufacturing through IT. J D Goldhar and others in *International Journal of Technology Management* (Switzerland). Special publication 1991 (22 pages)

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on from some degree of success to the realm of super-success - to go beyond "better" and become "the best".

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International Journal of Technology Management (Switzerland). Special publication 1991 (19 pages)

Examines the dominant trends that characterise today's business environment - such as shortened product life cycles, fragmented markets and more rigorous quality standards - which militate against mass production strategies and demand more flexible production methods which can be provided by flexible automation and computer-integrated manufacturing.

The Rolls-Royce experience. R James in *Logistics Today* (UK), Jan/Feb 91 (5 pages)

From a study of successful high technology companies in the greater Boston area of the US, attempts to identify the strategic actions needed to go

choose to restructure by concentrating on the core business and divesting those parts of the organisation that no longer fit with a new vision which is planned rather than being a short-notice, knee-jerk reaction. Cites reasons for restructuring and presents a five stage restructuring process for a multi-division company to undertake: profiling the business, developing a vision, determining the major moves, and rejuvenating, divesting, and acquiring.

Restructuring is a continuous process. J F Bandrowski in *Long Range Planning* (UK), Feb 91 (8 pages)

Explains why companies choose to restructure by concentrating on the core business and divesting those parts of the organisation that no longer fit with a new vision which is planned rather than being a short-notice, knee-jerk reaction. Cites reasons for restructuring and presents a five stage restructuring process for a multi-division company to undertake: profiling the business, developing a vision, determining the major moves, and rejuvenating, divesting, and acquiring.

how instigating cultural change can be difficult (case studies provide examples). Warns that attempts to change the culture often fail because of poor understanding and over-reliance on quick-fix solutions, or a failure to deal with such problems as the leadership of the business or staffing matters. Insists that changing the corporate culture is of value; stresses the role of human resource development programmes.

Unleashing a plant revitalisation. M Harlan in *The McKinsey Quarterly* (US), No 1 91 (17 pages)

Explains how one can distinguish between those unsatisfactorily performing manufacturing plants that can be turned around and those that are beyond redemption.

ANOTHER LATE NIGHT AT THE OFFICE.

There you are 43,000ft above sea level. Pen poised, seat tilted, working your way through the latest episode of "The Never Ending Contract" saga.

While you do, spare a thought for those less fortunate business travellers.

You know. The ones who are working their way slowly towards the check-in desk and a headache.

The ones who won't be catching a flight that's geared to suit their schedule.

The ones who won't be landing at an airport that is convenient for them.

The ones who have no control over the shape, size and configuration of the seats they'll be occupying - let alone the company they'll be keeping.

Hardly surprising then, that a growing number of key executives are sparing more than a thought for corporate travel.

And why, increasingly, we're finding the question "Why should I use a corporate jet?" being replaced with "How do I convince the Board?"

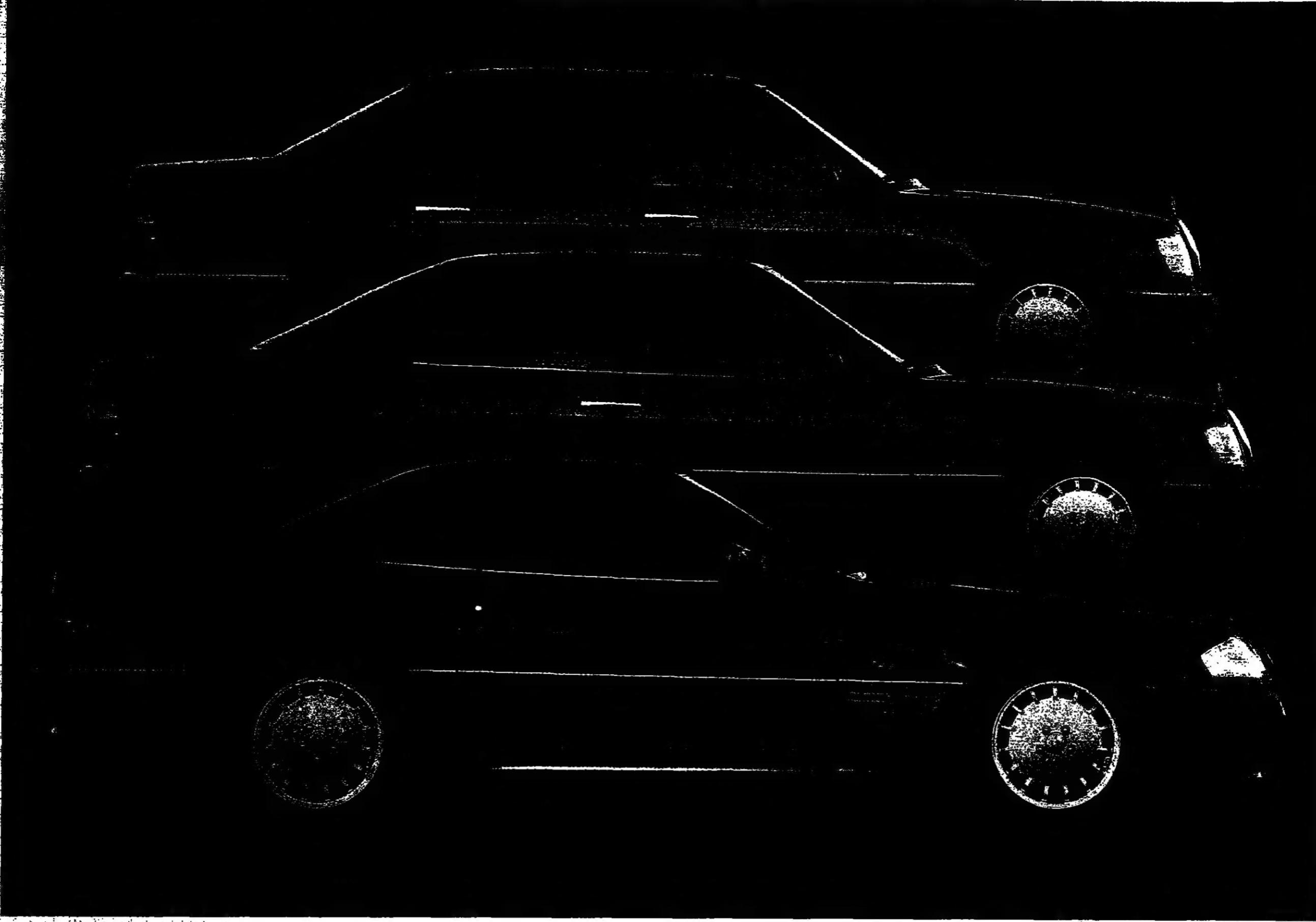
Hence an industry initiative: The British Aerospace Guide to Corporate Travel.

It's wide-ranging, comprehensive and there's a copy waiting for you right now.

Send or fax your business card and it will be winging its way to you. You'll find it makes compelling late night reading.

BRITISH AEROSPACE
CORPORATE JETS

Corporate Aircraft Sales (HTF 2).
British Aerospace (Commercial Aircraft) Ltd, Comet Way,
Hatfield AL10 9TL, England. Fax: (0707) 253807.



Front to rear: 500SL sports convertible, 300CE coupe, 200E sedan

Bruno Sacco is a highly quotable man. He is, for instance, very eloquent on the subject of decorative elements on a car and how desirable it is to avoid them. He speaks of the "sculptural purity" of Mercedes-Benz bodies, and

how they should be "functional, unobtrusive, yet express a clear dynamic message." You only have to glance at the three cars here to see what he means.

TIMELESS STYLING IS A GOOD INVESTMENT

Sacco heads the design team that produced all three as well as the 190 series and the August S-class. And what he is expressing explains why Mercedes-Benz cars hold their value so well. By resisting shallow trends - by knowing what to leave out - Mercedes cars achieve a timeless freshness that protects your investment at trade-in time.

Car designers, says Sacco, are "applied futurolologists." The trick is to produce shapes that will live long and well in the public consciousness. Look closely at any of today's Mercedes models and you'll see more than sculptural beauty, however. Every feature also has a down-to-earth purpose.

Bruno Sacco, Director of Design, Daimler-Benz AG.



ENGINEERED LIKE NO OTHER CAR
IN THE WORLD



The closed-loop door handle, for example, is not only elegant and ergonomically satisfying to use - it can be a life-saver because it is designed to accept great pulling force after a catastrophic accident.

Notice the deeply ribbed rear

light cluster. This is no stylist's whim, but a meticulously profiled functional shaping that deflects dirt and grime. The vertical channelling on the A-pillar which frames the windscreen ensures that rain or washer fluid is kept off the side windows. The stylish protective side mouldings, apart from adding visual coherence to the overall design, do much to shield your car's bodywork from scrapes and knocks.

ART OF THE NECESSARY

Mercedes design acknowledges both scientific imperatives and a wealth of tradition. At Mercedes-Benz, heritage is always an important ingredient; and for Bruno Sacco, an Italian of the Turin school, so is sensuality. Knowing what to leave out is a vital but elusive skill - as important, in fact, as knowing what to put in.

BUSINESS AND THE ENVIRONMENT

Beware if you own property that was once used as a petrol station or dry cleaners - you could be sitting on a potential liability.

Next April local authorities in the UK will begin to list properties which may be contaminated as a result of their current or previous use. Registers will include a wide range of sites from nuclear plants through to petrol stations and the local dry cleaners. Any property that could have become contaminated with noxious substances, such as oil, heavy metals and cleaning spirits, will eventually appear on the list, whether or not the land is actually contaminated. And once listed, the property will never be removed.

The register - part of the UK's new set of "green" laws, the Environment Protection Act - was designed to reduce the problems and costs of discovering contamination during redevelopment. And it will provide the basis for the first nationwide survey of potentially contaminated sites.

It should also prevent houses, for example, being built on potentially dangerous soils, as happened in 1989 in the small town of Lekkerkerk in the Netherlands. There, 28

Developers fear the move will alarm the public and devalue properties

houses were built on a former refuse tip. Unknown to the developers, the dump had been illegally used to dispose of toxic wastes which rose to the surface and made people ill.

The UK government is now considering comments from the public consultation exercise about its proposed register before it finalises the exact nature of the list. Property owners and developers are alarmed about the broad sweep of the definitions suggested by government. But more important, they are fearful that the register will cause planning blight, public alarm and devalue properties.

They have every reason to be concerned, considering the experience with similar registers in Germany, Holland and Denmark.

"The net has been cast too widely. Registration in this form will raise more issues than it solves," says David Coates of the UK's House Builders Federation.

Hanni Helps, director of the British Property Federation,

Property companies will be the main victims of tougher legislation controlling the use of contaminated sites, writes Peter Knight

The land trap that awaits developers

says the public would assume that all property on the list is contaminated. "And that will obviously affect the value."

Lenders, such as banks and building societies, stand to inherit the problem if the owners default on their debts. Insurers, unless they have specifically excluded pollution in their policies, could also find themselves with an unexpected bill for cleaning up.

Denmark has had a similar, but not identical, register since 1983. Henning Reinhold of Gade, Denmark's leading industrial property agency, says it is difficult to sell property that appears on the list.

"Potential buyers are worried about the high cost of decontamination. When we sell a site or a factory the contract is subject to the discovery of any polluted soil. The seller has to prove that the soil is clean and if pollution is found then it has to be removed or the price adjusted to pay for the cleaning," he says.

Denmark's rules on contaminated land, as in Holland, are rigid because nearly all its drinking water comes from underground supplies. Any risk of water contamination is quickly dealt with by the authorities and the property owner could be liable to bear the cost.

In Denmark, government funds are available to clean up sites, but these are limited and property owners with lightly polluted land invariably clean it up themselves if they want to change the designated land use, rather than wait for grants to become available.

Once registered as contaminated, many sites turn from a positive into a negative value, says Lars Skov Andersen, an environmental consultant with the Danish firm of Cowi Consult. The company advises developers on how best to develop contaminated sites. Cowi's business in this field has grown substantially since the register was set up.

"Our impression is that decontamination is taken as

various grades of decontaminated land. Some can, for example, be used as a car park but not for a playground. The Dutch insist that all land is restored to agricultural use."

Stuart Lipton of Stanhope Properties, a commercial developer, has pioneered environmentally responsible development in the UK. Stanhope's Stockley Park, west of London, is a good example of cleaning up and developing contaminated land - but the site will almost certainly be listed with possible implications for its value.

Lipton agrees that property values in general could be affected by the register. "But conceptually the register is right. It is the right way to go

ethically and it is only reasonable that everyone should have a 100 per cent knowledge about a site," he says.

Much of the concern about the register is based on the UK's traditional secrecy about property deals as well as the legal responsibility placed on a buyer to find out about any problems that might exist. The register will publicise information that the seller would normally try to keep secret.

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EUROPEAN FINANCE AND INVESTMENT

THE NETHERLANDS 3

Centre reinforces its position as an international hub

Amsterdam holds the fort

LAST year the atmosphere among Amsterdam financiers was tinged with fears that their financial market – one of the oldest in the world – would be picked up by giant competitors such as London. Today this feeling of panic has been replaced by a calm determination. The fort has to be held but there is a good chance Amsterdam will keep its place among the solid, if second-tier, financial centres.

The earlier fear served a purpose, however, spurring an important initiative supported by such figures as Mr. Wim Duisenberg, president of De Nederlandsche Bank and Mr. Ed van Thijn, mayor of the City of Amsterdam.

The group produced an analysis of Amsterdam's strengths and weaknesses in order to identify real opportunities. The exercise was then to enhance the traditional position of Amsterdam as an international centre for financial products and services.

In March of 1990 this group issued a report which called for the implementation of more than 20 initiatives to reinforce and extend Amsterdam's competitive position. The foremost goal was to ensure that Amsterdam would remain as an all respects attractive as a financial gateway to the European market.

An impressive agenda was set up, part of which was completed by July 1990. The work was to deal with both the inhibiting factors on the market and the physical shortcomings of Amsterdam itself.

One of the main worries of the financial community was the fact that some said as much as 80 per cent of the large guilder bond market was going through London as a result of restrictions on the Dutch market. Most of these constraints were lifted last July. For example, stamp duty on securities transaction was abolished and fixed settlement was set up.

Market transparency was improved by the reporting of trades involving foreign intermediaries. A market making system – "the open order book" – was installed to increase the liquidity of the bond market. These measures were specifically tailored to bring back the market share in guilder bonds that was lost to London discount houses such as Cantor Fitzgerald.

During the time when these measures were being put in place many bankers were sceptical. It seemed too little and too late. But public financial opinion has been changing for the better and many now feel that the measures have been beneficial.

According to Mr. Steinbauer, director of Amsterdam Financial Centre there are still things to be done. A market making system for equities is still in the pipeline. The settlement system should be completed with an active securities lending market.

More difficult problems are being tackled, too. Amsterdam Financial Centre has commissioned an academic study into whether and why the price/earnings ratio of Dutch companies is much lower than in other countries – a common complaint from foreign investors.

Ed Cohen

KEY FACTS		
Area	37,281 sq km	
Population	14.95m (1990 estimate)	
Head of State	Queen Beatrix	
Currency	Guilder or Florin (Fl)	
Average Exchange Rate	1990 \$1 = Fl 1.8209 9/8/91 \$1 = Fl 1.9490	
ECONOMY		
	1990	Latest
Total GDP (\$bn)	276.9	n.a.
Real GDP growth (% p.a.)	3.5	1.5*
GDP per capita (\$)	16,521	n.a.
Consumer prices (% change p.a.)	2.4	3.3*
Hourly wage rates (% change p.a.)	3.2	3.5*
Ind. production (% change p.a.)	2.5	7.6*
Unemployment (% of lab force)	5.0	4.4*
Reserves minus gold (\$bn)	17.5	15.6*
Narrow Money growth (% p.a.)	5.5	5.2*
Broad Money growth (% p.a.)	7.0	7.1*
Interest rates (% per period avg)	7.25	7.75*
Discount rate (end period)	6.80	9.25*
3 month AIBOR	6.88	9.17*
Long-Term Govt Bond Yield	9.01	8.72*
Stock Market Indices (% change from Jan '91)		
FT-4 Netherlands Index	-17.8	+21.1*
CBS All share index	-17.0	+19.3*
Current Account Balance (\$bn)	10.8	10.4*
Visible Trade Balance (\$bn)	5.6	6.6*
Main Trading Partners (1990: % by value)	Exports	Imports
Germany	27.6	25.7
Belgium/Luxembourg	14.7	13.9
France	11.2	7.7
UK	10.2	8.2
EC	76.7	63.6

* May 1991, ** June 1991, *** July 1991, **** Q1 1991.

Source: MEF, Datastream, Economist Intelligence Unit.

Freed from legal restraints, ABP is expanding on a global scale

Pensions fund looks abroad

THE single biggest operator on the Amsterdam stock exchange is located not as one might expect, on a fashionable canal in the centre of the Dutch capital but in the provincial town of Heerlen, which is about as far south as it is possible to travel in the Netherlands without straying into Belgium or Germany.

It is here that the Dutch civil servants pension fund ABP – or Algemeen Burgerlijk Pensioenfonds – manages its vast assets of Fl 157.5bn (\$79.5bn) making it the second biggest pension fund in the world after TIAA-CREF, a US pension fund for teachers.

The fund, whose assets are channelled mainly into fixed-rate securities, is the biggest buyer by far of Dutch government bonds holding more than 20 per cent of the state's outstanding debt.

Nevertheless, there is some good news. The last quarterly of De Nederlandsche Bank wrote that the "position of London with respect to the trading of Dutch government bonds has lost in importance".

The Bank admits that it does not have precise figures of guilder bond turnover in London but many individual investment bankers have admitted that a large part of the "lost" transactions are now being carried out in Amsterdam once again.

The other goal of the Amsterdam Financial Centre is to promote the advantages of Amsterdam as a hub. The choice of London as a centre for the European Bank for Reconstruction & Development (EBRD) was a blow to confidence. But all eyes now rest tentatively on the proposed European central bank or Eurodeutsche. The hope is that Amsterdam as a location for the central bank will be seen as a good choice.

According to Mr. Steinbauer, Amsterdam has some advantages over London. The Dutch speak languages well (particularly English), the country is open-minded internationally and monetary policy has had an excellent reputation. Also, the fiscal climate for foreign firms is benevolent. The geographically central position of the Netherlands in Europe is an added attraction.

The influx of foreign banks is steady, especially Japanese banks, which usually follow their clients but many of which prefer living conditions in the Netherlands above those in London. On the other hand the American banks have nearly all severely cut back their Dutch operations.

One of the most tangible results of the whole programme is the Amsterdam Institute of Finance, which has recently finished the second semester of its merchant banking course and the first of a portfolio management course. The tutors are from top-level schools all over the world, varying from INSEAD to New York University. It offers a selection of high-level, short-term courses. The first aim of the Institute has been to improve the professional level of Dutch bankers. The other aim is to attract and inject international financial knowledge into Amsterdam by giving high-powered seminars and organising speeches.

A large British merchant bank has already expressed interest in sending its staff there. "This type of educational specialisation cannot be found anywhere. We have filled a gap in the market," says Mr. Philip Todd deputy managing director of the institute.

More difficult problems are being tackled, too. Amsterdam Financial Centre has commissioned an academic study into whether and why the price/earnings ratio of Dutch companies is much lower than in other countries – a common complaint from foreign investors.

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An introduction.

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Jan-Willem Goslings:
foreign assets growing

share holdings are only 1.7 per cent of its total assets.

With more than three years of international investment experience behind it, ABP is now seeking permission to expand its foreign investments to a maximum 20 per cent of total assets. This would be done gradually over a number of years, but because of the sheer size, even a modest expansion of the fund's overseas presence would herald the emergence of a significant global investor.

Mr. Jan-Willem Goslings, vice-president of the ABP, says the pension fund will probably reach its current 5 per cent ceiling on foreign investments in late 1992 or early 1993.

Besides its desire to step up foreign investments, ABP is also hoping to be freed from two further restrictions, one which forbids it from owning more than 5 per cent of an individual company's capital and another which stipulates that no more than 20 per cent of assets may be invested in shares and property.

ABP is seeking a combined 30 per cent ceiling on shares and property, with a long-term goal of 40 per cent by the year 2010. Officials say that this would give the fund a much better mix of yields and risks.

Currently, 90 per cent of ABP's assets are tied up in bonds, 10 per cent in mortgages, with only 1 per cent in shares.

In share ownership in particular, ABP lags well behind its counterparts in the US and UK. ABP can offer 50 per cent or more of a typical portfolio.

Although little is known

about ABP as a giant in the Netherlands, providing pension and disability cover to 1m civil servants out of a total population of nearly 15m. The fund's huge size is a result of its funding methods. Rather than paying current pensions out of incoming contributions, ABP's pensions are fully funded in advance, meaning that it is accumulating capital decades before the pension is paid out.

The riches of ABP and other Dutch pension funds – which have assets of Fl 490bn – have drawn the attention of politicians looking for ways of reducing the national debt. Mr. Ruud Lubbers, the prime minister, suggested that employees pay no tax on their pension benefits and only pay 10 per cent of these funds when they reach retirement age. ABP's assets should be paid to the government now.

This transfer of nearly Fl 50bn in "pension taxation" from pension funds to state would save the state an annual Fl 5bn in interest payments. It would lower the national debt.

Mr. Lubbers has been criticised as an artificial way of reducing the budget deficit without having to make political painful spending cuts. The prime minister's trial balloon has quickly been shot down, and ABP seems to be in no immediate danger of having to relinquish some of its assets.

Although little is known

Ronald van de Krol

Internationale Nederlanden Group

Earlier this year, the merger of NMB Postbank Group and Nationale-Nederlanden created a major financial services group in the Netherlands. In terms of capitalisation on the Amsterdam stock exchange it is the third listed Dutch company of any kind.

In Internationale Nederlanden Group, the merger created a new entity with significance far beyond the frontiers of our home country.

As one of Europe's major financial services institutions, it is a business with the critical mass to seize the opportunities presented by the Single European Market, and by other developing markets throughout the world.

As a business which employs over 50,000 people in 41 countries across the globe, it is a significant player on the world stage.

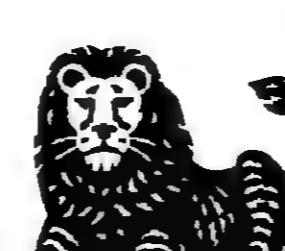
And most important of all, as a group which balances banking and insurance interests, it marks a new stage in the evolution of the financial services industry.

Internationale Nederlanden Group now has the resources to meet the financial needs of its customers, from private individuals to major multi-national corporations, more comprehensively.

We have the capital base, the assets and the necessary skills to build upon those strong foundations throughout the world.

In this way, we can continue to serve the interests of our customers, our intermediaries, our staff and our shareholders alike.

ING GROUP



The half year results will be announced on September 5th, and the Interim Report will be available from September 9th.

In this issue you will find information on Internationale Nederlanden Group N.V., P.O. Box 2201, 1000 AV AMSTERDAM, The Netherlands. Tel: (31) (20) 2201, Fax: (31) (20) 646

Banks recoup losses with new transfer charges

Payments linked

AFTER losing on payment transfers, Dutch banks are moving to transaction-linked charges to recoup their losses. At the same time, a wall between the two payment transfer systems is fast crumbling, and banks are moving to the use of more efficient, automated forms of payment transfers.

Last May, the large Dutch banks announced that a compromise compromise agreement had been reached on the introduction of a National Payments Circuit, bridging the Postbank's giro payments system and the BankGiroCentral's system run by the end of the year.

The ground-breaking agreement was an agreement over interbank charges: a bank giro collection slips and a 10 cent charge for payment slips. Earlier, interbank charges had been strongly opposed by ABN Amro.

This breakthrough counts, as enabling the creation of the long-awaited National Payments Circuit to go ahead and the introduction of a system of payment transfers that will be of the type of transfer, getting rid of cross-subsidisation.

Talks on a National Payments Circuit began in 1985. The result is a long-running debate that until the 1980s, did not play a significant role in payment transfers, but mainly with corporate and institutional payments, the former Bank Cheque and Giro Service, now the Postbank's giro payments system, handled virtually all payment transactions of private individuals.

This changed when commercial banks needed additional deposits to expand lending operations, and began promoting personal accounts. Corporate clients also urged this to facilitate payment transfers for all automation accelerated in more recent years, the commercial bank (excluding the bank) developed its own efficient BankGiroCentral automatic clearing house. Today, this is the Postbank and that of the Postbank are equal in size.

Today's polarisation of banking operations stems from this history. At the end of ABN Amro Bank, which is seen as a "wholesale" or "credit" bank predominantly corporate clients. At the end of the NMB Postbank, created by the market's dominant people's bank, Postbank, and Nederlandse Middenstandsbank, a commercial bank with strong traditional links with small businesses.

Because the system works, this creates an imbalance. The "debt" bank, Postbank, has a large number of small clients making numerous small payment transfers to a wholesale bank such as ABN Amro.

The input (making the transfer) is more expensive than the output (receipt of the transfer).

The BankGiroCentral is the commercial banks' intermediary, carrying out the administrative work of transferring payments. It makes up and sends these to the wholesale banks, which are in computers and credit the relevant.

At the other extreme, "wholesale" ABN Amro's characteristic payments are high-volume, regular payments as salary. Transfers of large customers to the BankGiroCentral. Input costs are therefore much lower, while output is.

The problem was the bank. Money going one way not only benefits the creditor but the bank where the creditor's kept. In short, bank profits move and

One solution is to let the bank pay internally through interbank charges. A bank is debited 10 cents from the bank whose account is credited, while "impayment" using pre-prepared transfer forms costs 30 cents. Thus banks with large numbers of small clients compensated for the large amount of paperwork involved.

The other key ingredient in increasing efficiency, making cheaper, automated transfer systems available in when the Dutch banking association NVB reached an agreement with lobby groups which have been opposing banking charges. The lobby comprised the "No bank charges" organisation of private bank and payment services, the organisation for the future of the payments system and the wholesale and retail bank organisation, as well as the two large employers' organisations.

These bodies agreed to work together to promote cheaper forms of payments, which experts could set up to 10% annually in the cost of payment transfers. NVB says, "This means both switching usage from the most expensive form, ordinary credit transfers, to pre-prepared payment transfers (impayment) and also encouraging a movement up to the next rung, to direct debiting. Impayments are about three times as expensive as direct debiting on average.

Meanwhile, work on unifying the two payments systems into the National Payments Circuit is pressing ahead in stages. Direct debit will come first, followed by impayments and guaranteed cheques, to be completed by the year-end. This will eliminate the extra day presently taken to transfer from one system to the other. Corporate salaries are already transferred directly.

The more successful the banks are in encouraging use of cheaper, direct payment business, it has a lot to both camps. It is no coincidence that that year pioneered a system of transaction-linked transfer charges.

Postbank launched a tariff system from July 1. In the

Caroline Studdert

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Proposed changes will leave the Netherlands exposed to hostile takeover bids

EUROPEAN FINANCE AND INVESTMENT

EC plans erode Dutch defences

LONG having an array of legal ward potential predators, Dutch companies are growing increasingly about Europe. Community plans which could force them to lower their guard against unfriendly takeover bids.

The EC's plans, if adopted, would cover all member states, not just the Netherlands. But Dutch companies say they would be particularly vulnerable to takeovers if proposed changes to EC directives reduced their ability to put up technical barriers to hostile bidders.

A study by Coopers & Lybrand behalf of the Amsterdam bourse and the Dutch Association of Listed Companies underlines the sense of concern in the Netherlands. "With the technical barriers, the Netherlands would join the UK in becoming one of EC members with virtually no barriers and only structural

barriers to takeovers," it says.

The EC proposals, put forward by Mr Martin Bangemann, the EC commissioner for competition, would severely curtail the widely-used anti-takeover techniques available in the

Netherlands.

Restrictions which limit the voting power of individual shareholders, regardless of the number of shares held, would be abolished. Dutch companies say that, unlike counterparts in France, Italy and Germany, they would most risk to unwanted takeovers if the EC's rules force them to rely only on technical, legal barriers to keep predators at bay.

Concern about the EC's intentions marks a new phase in a campaign by companies in the Netherlands to retain their extensive anti-takeover mecha-

nisms. For all

Dutch defences for unfriendly takeover bids is, albeit gradually. One

sign of the times was the launch in

April of a new investment fund, Dutch Take-Over Targets, on the exchange's parallel market.

Even if anti-takeover devices are curtailed, no-one is predicting a great wave of takeovers or the sudden emergence of Dutch asset-strippers. The

Dutch system of corporate governance would, however, attempt to push through the rapid closing down of factories or large-scale lay-offs of workers. A bidder, whether domestic or foreign, would need to reckon with - and work inside - a business culture that emphasises consensus rather than conflict.

of shareholders' frustration with their limited role in the running of Dutch companies. At the same time, dramatic losses by the leading concern as Philips, the electronics group, and Nedlloyd, the shipping and transport company, have - in some cases - shaken investor confidence in existing management.

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Ronald van de Krof

Shareholders are now demanding their rights

Investors speak up

AFTER decades of accepting a heavily circumscribed role in the running of Dutch companies, shareholders in the Netherlands are increasingly demanding the right to be heard on issues of vital importance to a company's future.

The new-found power of Dutch shareholders was heard loudly and clearly in the year when some of the country's most powerful institutional investors joined forces to end the terms of the merger between NMBionale-Nederlanden and NMB Postbank.

In a surprising and unusual display of shareholder muscle, the Robeco investment group, the civil servants' pension fund ABP and Unilever's corporate pension fund put pressure on Nat-Ned, the country's largest insurance group, and NMB Postbank, the third biggest Dutch bank, to swap offers in favour of Nat-Ned shareholders.

In the end, ABP and NMB Postbank bowed to this unprecedented pressure and agreed to pay Nat-Ned shareholders 10.50 guilders per share. This was less than the institutions had originally asked but enough to win their

support and guarantee that the merger could proceed.

The most unusual aspect of the shareholders' role was the way all the participants got together.

Until recently, shareholder militancy in the Netherlands had remained a foreign force.

The VEB is quickly emerging as an outspoken advocate of shareholder rights. Soon to be prominent in the Nat-Ned/NMB Postbank controversy, the lobby group, Vereniging van Effectenbeurzen (VEB), had won a significant victory for the VEB.

In November, for example,

Fidelity Investments

– which had failed

– in their Pakhuis, the

Amsterdam storage and transport

– in its friendly

Dutch stevedores, Fidelity's

campaign came half a year

after dissident shareholders in

Verkade, a Dutch biscuit

maker, had won a significantly higher price out of United Biscuits of the UK.

In the case of the NMB

NMB Postbank merger,

and significant development was played by the shareholders' lobby group, the Vereniging van Effectenbeurzen (VEB). Led by its chairman, Mr Robert de Haas Winkelmaan,

the VEB mounted a novel

newspaper advertising cam-

paign aimed at collecting proxy

votes against the merger. The VEB claimed a moral victory nevertheless.

The VEB has drawn the conclusion that shareholders are increasingly prepared to express their opinions as shareholders.

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ARTS

Coriolanus

TELEVISION

Clones kick off the autumn season

Here, from the National Youth Theatre, is an important and exciting staging of this great political play. Four-fifths of it is so serious as to be the essence of the great play, that I am astonished the director, Matthew Warchus, stooped to the other fifth - *Le*, the choice of music of which more soon. But everything in it is at the very least showworthy. Visually it is highly exciting, and it contains a roster of superb performances.

This is a great ensemble staging, and most commanding of all are the crowd scenes. From the very start, we see a people ferment. Every person in the crowd is an individual, has his or her own private life, own traits, own concerns. But when we then sense the political structure of Rome, we see how they're bonded together. And we see extraordinary images of a populace bursting to cross the barricades. Some of these images are like frozen snapshots from Eastern Europe in recent years, some are heroic tableaux of revolt like Delacroix's *Liberty Leading the People*, and some are slow-motion versions of mass movement in which details of ferocity cohere with all the violence of an avalanche.

All of this greatly heightens our response to Coriolanus's utterances of contempt for the people. And we see, so piercingly, where he gets it from. When first we see Coriolanus's mother, her life of leisure and privilege is caught in a swift stroke: a lit cigarette burns in her outstretched arm, she sits on a chaise longue and her feet are being washed by a servant. Meanwhile, a male/female chorus gently processes round the edges of the stage, solemnly bearing poultices and then ants come to also show fragments of the stage and battle in which Coriolanus earns his name. Mother, warrior, people. The connections and ironies between the three elements all come powerfully together.

The young performers give sharp, earnest, vehement accounts of their roles. As Coriolanus, Stuart Bunce has rugged charm, and at first doesn't convey the pride that has already excited remark. But his stature quickly grows and keeps growing throughout the play; his scorn and his humanity make him the intense focus of every big scene. Alison Jeffreys communicates Valeria's tough pride like some young Margaret Tyack. An effective stroke is to cast women, Amazon-like, as the Volscian warriors; and Cathy Owen is a sombre, amazebearing Andiful; though too calliberate in her later scenes.

Neil Warrington's 1989 Limburg Prisoner for Stage Design, has produced a single permanent set and costumes that very handily suggest ancient Rome, the modern world, and other societies. All the best.

The bad news is that, for atmosphere and impact, scenes are introduced and sometimes accompanied by a selection of *These You Have Loved* music - ranging from Dido's lament and Faure's Requiem to Irving Berlin's *Let's Face The Music and Dance* and Louis Armstrong's "What a Wonderful World". It is dismaying that a production so dramatically alert takes the populist line of selling its wears with *Greatest Hits*.

Alastair Macaulay

are indeed - yet these two series, both of which began on Day 1 of C4, sail serenely on, unaffected, it seems, by the need for innovation.

Meanwhile, in an innovative move of the year, C4 announced it is buying the rights to *Upstairs Downstairs*. No doubt this will help to keep the channel's name and promote the use of its own advertising time in the competition that is the ITV auction. But this will have to be done. Let's hope *Let's Make a Yentah* can grab *After Dark* for its channel, BBC2, thus simultaneously winning the gratitude of the viewers, the points from his superiors, and another chunk of independent production to go towards the BBC's 25 per cent quota.

The new series has already begun in some places. Saturday evening on BBC1 brought the first episode in the new series, starring the two actresses, Eileen Atkins and Jean Marsh, who, a year ago, in *Upstairs Downstairs*, their new series, *The House Of Elliot*, if a clone, is more or less relative.

True, too, *The Elliotts* is set in the 1920s whereas *UD* began before the first world war, yet most of these only glancingly represent the edges of the stage, solemnly bearing poultices and then ants come to also show fragments of the stage and battle in which Coriolanus earns his name. Mother, warrior, people. The connections and ironies between the three elements all come powerfully together.

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Christopher Dunkley

Orchestre de Paris

ROYAL ALBERT HALL/RADIO 3

With the Philharmonia set to take up a residency in Paris it looks as though there may be an increase in orchestral traffic across the Channel. There has never been a great deal of activity in the other direction, although the Orchestre de Paris does make more visits than it used to.

This week the orchestra came over for a pair of Promenade concerts. I heard the first on the radio on Sunday and found it very disappointing. The lack of rhythmic fibre in the accompaniment to Beethoven's Fifth Piano Concerto was so debilitating that it was difficult to see how any progress could be made against it by the soloist, Philippe Bianconi. His clear-headed playing presupposed a quite different kind of performance.

Now did the main work of the evening, Tchaikovsky's Tenth Symphony, carry any more weight. Semyon Bychkov, the orchestra's Music Director, kept the symphony from drifting into self-indulgent show speeds, but the playing was still sluggish. There was no comparison with the

thrilling performance by Jansons and the Philharmonia earlier in the year.

Assuming the possibility of a poor relay, I heard Monday's Prom in the hall. The sound could unquestionably be heard to be thick and again, a legacy perhaps of its time under Daniel Barenboim. The strings hang heavy in the hall, the orchestral spread through which other instruments, save for the braying horns, find it difficult to penetrate. They play with weight in the middle and violins to the right, the same arrangement as in the Czech Philharmonic used in Edinburgh last week, though to the opposite effect: the Czechs made everything crystal clear, while the Parisians leave us hearing less than usual.

These problems notwithstanding, Bychkov set to get his orchestra to play with virtuosity. Kodaly's *Dances of Galanta* opened the second concert with racing speeds to get the adrenalin going. His performance of Strauss's *Also sprach Zarathustra* later in the evening was less

showy than expected, but again the music sounded unpleasantly congested. The Royal Albert Hall has had some of its acoustic flying saucers removed this year and there is a longer echo to deal with: but no other orchestra has suffered from it as badly as this. The Orchestre de Paris's ensemble is simply not sharp enough.

The item of value in this second evening was the Second Symphony of Dutilleux, in 1958. The music, even at its derivative, is always a gift for conjuring exotic sounds from an orchestra and this work is full of allure, even when the composer seems intent on telling us how much he loves *The Rite of Spring*. Bychkov and his players gave it a convincing symphonic thrust, though not the pointillist precision of colour that it demands. That would seem to be outside the orchestra's powers in its present state.

Richard Fairman

Hard Times

LYRIC STUDIO, HAMMERSMITH



Leonard Kavanagh and Lilian Evans

Leonard Kavanagh gives an oddly listless performance as the self-promoting Bounderby, elderly industrialist husband to Louisa, and a treacherous Harthouse, who attempts to seduce her. Lilian Evans, partly convincing as the circus-girl, Sissy, lacks the starry quality of the vixen Mrs Sparsit. It is very competent, but looks in vain for the imaginative exuberance, the cutting edge of caricature that has distinguished the best interpreters of Dickens, from Boz to Emlyn Williams.

Claire Armitstead

rehearsal, "a celestial refrain," as the lyric

smilingly and endearingly without time by June Tyson alongside a swaying harp. The heartwarming big band singalong has been played innumerable times by the Arkestra and still it is delivered with the fervour and genuine intensity of a cult meeting lengthily.

The component parts of the Arkestra's music are more or less straightforward, comprising overtones from Ellington big band sounds through Monk-style bebop to freeform. The difference is, he is an original - he has pioneered the use of synths in jazz - and he can stir all this music together, with much percussion, in one glorious Technicolor set.

This night Ra stuck with his own chantable refrain, "Sunset on the Nile," for

example, with searing solos passed down from trumpets to sax to flute. He entered the free zone with some rip-roaring improvisation from altoist Marshall Allen and, at last, the churning tempest of John Gilmore, an Arkestra acolyte for 40 years. After an attacking trombone solo from Tyrone Hill and Tyson's smoking violin, the entire ensemble, Ra aside, went into a walkabout between the tables, their energy uncontrollable.

Sun Ra, silent throughout his sunglasses, switched the white on keyboards, eventually reining in the itinerants in his melancholic theme, "Space in the Place." ... is a pleasant place.

Garry Booth

INTERNATIONAL ARTS GUIDE

AMSTERDAM

Muziektheater 20.00 Hartmut Haenchen conducts Richard Jones' *Bruckner: Festival production of Tchaikovsky's Mazeppa*, with Sergey Leiferkus in the title role and Lyubov Sharina as Maria. Further performances on Sep 7, 10, 13, 16, 18, 22, 25, 28 and Oct 1 (0255 455/credit card bookings 5211 211).

BERLIN

Staatsoper unter den Linden 19.00 John Cranko's ballet *The Taming of the Shrew*, repeated tomorrow (East Berlin 2004 762).

Deutsche Oper 19.30 Jörg Kowalewski conducts Tony Krämer's production of *Katya Kabanova*, with Karen Armstrong in the title role. Tomorrow and Sun: Mayrlewood's *Les Huguenots* (West Berlin 3410 209).

COLOGNE

Filharmonie 20.00 Helmut Müller-Bühl conducts the Cologne Chamber Orchestra in a Mozart programme, with soprano Sandra Schwerdtfeger and pianist Horacio Franchesch.

repeated on Fri, Sat: concert performance of *Le Sacre du Printemps* by Stravinsky, plus Clarinet Concerto by Einar Englund, Richard Stoltzman. Fri: Jukka-Pekka Saraste conducts works by Lindberg and Kimmo. Sat and Sun: Simon Kennedy conducts the Birmingham Symphony Orchestra in a closing concert of this year's Helsinki Festival (9700 4700).

FRANKFURT

Alte Oper 19.30 Chamber Orchestra in a Mozart and Beethoven programme (0611 4000).

HAMBURG

Hauptkirche St Michaelis 20.00 Puccini's *La Bohème* in the Prague Chamber Choir in Brahms' Marienleider, Bruckner's *Mass in D*, major, with organ music by Joseph Haydn and Danieli, Margitza and Maria Hirsch (448829).

20.00 Michael Richter conducts the Hamburg Symphony Orchestra in a *Bruckner: Mass No. 2*. Martha's Partita in *Violin Concerto*, *Sinfonia* and Dvorák's *Violin Concerto* for violin and orchestra. Tomorrow: Midori plays Dvorák's *Violin Concerto*.

HELSINKI

Finlandia-huesi 19.30 Salonen conducts the Finnish Chamber Orchestra in a Mozart programme of works by Magnus Lindberg, including the premiere of the new Piano Concerto played by Paul Crossley. Tomorrow: Sergiu

Commissaris conducts Helsinki Philharmonic in music by Rimsky-Korsakov and Stravinsky, plus Clarinet Concerto by Einar Englund, Richard Stoltzman. Fri: Jukka-Pekka Saraste conducts works by Lindberg and Kimmo. Sat and Sun: Simon Kennedy conducts the Birmingham Symphony Orchestra in a closing concert of this year's Helsinki Festival (9700 4700).

LONDON

20.00 Jerzy Maksymiuk's production of *Jonathan Miller's The Comedy of Errors*, directed by Judi Dench. Fri and Sat: as *Death of a Salesman* by Arthur Miller. Fri: *Night's Dream*, in a production which plays the comedy to the hill (071 486 2431). For ticket information about all West End shows, phone Theatreline from anywhere in the UK. Plays 430599, 0863 430960, Comedies 0836 430572.

20.00 Sir Charles Mackerras conducts the Royal Concertgebouw Orchestra in Prokofiev's Fifth Symphony and Gubaidulina's *Offertorium*, with soloist Gidon Kremer.

Tomorrow: Rattle conducts Mahler 9. Fri: Andrew Davis' European premiere of Tippett's *Byzantium* (071 823 2144).

THEATRE

Royal Shakespeare Company in *Hamlet*, the main *Richard II*, the previewing Shakespeare's *Richard II*. The production, from Stratford, is directed by Ron Daniels, with Alex Jennings as the young king. Press night: Tues. The *Fit* is previewing *Curse of the Starving Class*, Sam Shepard's darkly humorous *Family* life in middle America. Directed by Robin Lefevre, with a cast including Fleetwood. (071 638 6831).

20.00 *Richard II* is previewing *Shakespeare's Company* (071 241 2527).

20.00 *Richard II* is previewing <i

FINANCIAL TIMES

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Wednesday September 4 1991

The only road for Poland

WHEN the Polish government bravely set out on a radical path to economic reform in 1989, it had little hope for the rest of Europe. Mr Leszek Balcerowicz, one of the chief architects of Poland's reforms, embarked on a programme aimed at bringing down inflation, reducing the budget deficit and making the zloty a strong currency. His uncompromising stance earned praise from the international community. But as unemployment rose to 15 per cent and the domestic product fell by 10 per cent, the resolve of the Polish government was tested. This is where Mr Jan Krzysztof Bielecki, the prime minister, and the electorate next month.

The recession was attributed solely to Mr Bielecki, or the prime minister. The main problems have been rigidities in the Polish economy and the lack of structural reform. That slow pace was partly a result of political constraints on action. Last autumn's presidential campaign, which was won by Mr Wałęsa, interrupted the reform process. Also, by agreement with the former regime, the government is saddled with a parliament not democratically elected and still dominated by To its credit, the Sejm has passed top speed financial and economic measures consistent with European Community practice. But in failing to seize the opportunity last May for holding free parliamentary elections, the government is deprived of a mandate to consolidate its reforms. Pressure to act will be great.

Lax discipline

It is this lack of legitimacy which has slowed the pace of privatisation and structural reforms. Regulations concerning foreign investment have still to be settled. Discipline in the banking system is lax, as witnessed by one conspicuous case. Banks lending to insolvent enterprises are few; the quality of loan decisions to state enterprises is inadequate.

Pay-setting in the 1990s

TODAY'S TUC debate, collective bargaining strategy for 1990, is sure to focus much attention. Regrettably it will throw little light on what is a central challenge for UK pay policy. The delegates will face a contradictory motion that suggests a co-ordinated pay bargaining, without specifying what it actually means or why it is important. The reason, of course, is that union behaviour is part of the problem.

It is, in fact, much more than to prescribe a rule. The age-old problem of excessive wage inflation has persisted through the 1980s; greater decentralisation has not helped. In that decade, annual wage inflation in manufacturing remained above 5 per cent, despite record unemployment.

Once unemployment fell in 1986, as skill shortages developed, unions pressed for higher pay while companies were happy to outbid their competitors. The result was leapfrogging, which was a blow to wage and price inflation. Companies raised their prices to protect profit margins, the UK unit growth outstripped European competition. The pain is painful history.

Membership of the exchange mechanism only adds to the collective irrationality more immediately. With sterling fixed in the ERM, UK unit labour costs exceed those of competition without further reducing the competitiveness of the country's exports. UK unit settle must fall in an annual rate of 4 and 5 per cent. The quarters of which they are still not enough.

Affordable settlements

The challenge will be to keep these rates until recovery begins, without requiring unemployment to remain unacceptably high. The solution must be to inject some co-ordination into the bargaining process so that companies are constrained to reach wage settlements in the economy can afford.

In short, it means wage restraint, however hard the

These hangovers from the centralised system are delaying sustained economic recovery.

The external climate has also been unfriendly. The continuing reluctance by the EC to lift trade barriers, particularly for agricultural products, has hindered the growth of exports. Despite some success, Poland will end the year with a trade deficit of \$1bn. Furthermore, the switch to the dollar clearing system between Europe and the US has led to a sharp fall in imports and profits for Polish enterprises. Taken together, these explain why the budget has risen by 0.3 per cent of GDP over the past eight months.

Unpopular decisions

The prime minister is in a bind. On the one hand, he wants to move on to financial institutions that will persevere with the reforms. This will mean making unpopular decisions, reducing the budget before the elections. On the other, Sejm deputies are reluctant to public expenditure.

This deadlock has prompted Mr Bielecki and the prime minister to take a stand. They fear that an electoral law based on proportional representation will lead to a proliferation of parties and hence to political instability.

The need to strengthen the executive is as much a response to the task of dealing with an unsteady parliament as to the economy. Poland needs a clear way to deal with the problems it faces, but it also needs parliamentary accountability. A balance will have to be struck. But that the government must be panic, Mr Bielecki's government must persist with a financial policy, since this remains the only clear path to a successful and sustainable Polish

presidential election of 1990. But since 1989 and the fall of the Berlin Wall, the world has moved on. Not for him. Throughout the last two years, he has put on a display of serenity, but he has repeatedly revealed that he really wanted to slow down the kaleidoscope of change, whether it was the unification of Germany or the rise of Yeltsin and the Russian republics.

This underlying pattern obscured earlier this year. Mitterrand was able to give a virtuous performance of his slow strategy during the long and difficult build-up to the Gulf war. Not

so Mr Bielecki's most often quoted slogan is: "Il faut donner du temps au temps." It must let time do its work. He put it in practice with a domestic political strategy, since this remains the only clear path to a successful and sustainable Polish

French Government. It made the Socialist party the biggest party in France, and then gave him the presidency in 1988. It is still putting his strategy in practice abroad, with his long-term programme for leading the European Community along a quasi-federalist road.

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Shorter round

This forward-looking estimate would ideally be made by a new and independent forecasting body, a council of economic advisers, before the autumn wage round. The autumn for companies to leap-frog would be further if the annual wage growth outstripped European competition. The pain is painful history.

Once unemployment falls in 1986, as skill shortages develop, unions pressed for higher pay while companies were happy to outbid their competitors. The result was leapfrogging, which was a blow to wage and price inflation.

Companies raised their prices to protect profit margins, the UK unit growth outstripped European competition. The pain is painful history.

Membership of the exchange mechanism only adds to the collective irrationality more immediately. With sterling fixed in the ERM, UK unit labour costs exceed those of competition without further reducing the competitiveness of the country's exports. UK unit settle must fall in an annual rate of 4 and 5 per cent. The quarters of which they are still not enough.

Affordable settlements

The challenge will be to keep these rates until recovery begins, without requiring unemployment to remain unacceptably high. The solution must be to inject some co-ordination into the bargaining process so that companies are constrained to reach wage settlements in the economy can afford.

In short, it means wage restraint, however hard the

President François Mitterrand mishandled his initial television last month's attempted putsch in the Soviet Union, it came for fierce criticism from all sides. It appears to be acquiesced in the coup by a series immediately after it to "the new Soviet leaders", some critics implied that advancing (he is 74) had impaired his touch at a critical moment; others want for innuendo that his legendary judgement in foreign policy was profoundly out of step with the rapidly changing world.

Given the unpredictable

change in the international scene, it might be reasonable for critics to overlook a temporary error of judgment. What the Mitterrand episode is interesting is that, like a tropical storm, it has continued to roll round and round the French political firmament, rumbling ominously and casting an ever darker shadow.

Part of the explanation is seasonal. When the Soviet putsch story broke, France was on holiday, and it only now the heavy hitters of politics and business are returning to the world of work. Moreover, the seaside conference of the main political parties which peaked early last week, have been providing a platform for pumping up the controversy.

But it is beginning to look as if the Mitterrand episode has had more than an epilogue. In the Union, the political parties which had been supporting the coup are being greater than anyone could have predicted by the time of the international ramifications and its impact on French politics. It may be more far-reaching than the tropical storm still rumbling around the French political firmament.

As often, the most penetrating analysis of the situation comes from Serge July, the brilliant editor of newspaper *Liberation*. The deep problem, he suggests, is that President Mitterrand is old and enfeebled, but that his natural rhythm of political action is out of step with the pace of events. Throughout his political life, Mr Mitterrand has repeatedly proved his mastery. But that mastery has been demonstrated in the long rhythms of today's unstable world required much more responses.

Mr Mitterrand's most often quoted slogan is: "Il faut donner du temps au temps." It must let time do its work. He put it in practice with a domestic political strategy, since this remains the only clear path to a successful and sustainable Polish

presidential election of 1988. But since 1989 and the fall of the Berlin Wall, the world has moved on. Not for him. Throughout the last two years, he has put on a display of serenity, but he has repeatedly revealed that he really wanted to slow down the kaleidoscope of change, whether it was the unification of Germany or the rise of Yeltsin and the Russian republics.

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The international telephone cartel, which is responsible for international call charges being on average two to four times costs, is gearing up for reform.

The International and Telegraph Consultative Committee (CCITT), based in Geneva, is meeting tomorrow and Friday to discuss changes to the complicated accounting rate system, which is blamed for the high level of prices. It is estimated that telephone users across the world are being overcharged by \$10bn-\$20bn a year.

The meeting is likely to be a milestone on the path to lower prices. There is now a general mood in favour of reform. But a definitive agreement on changes may have to wait until the consequences of specific reform proposals have been analysed.

The accounting rate system grew up in the first half of the century because of the monopoly structure of the telecommunications industry. National telephone companies, typically state-owned, were not (and are still generally not) allowed to operate in other countries and so had to use their counterparts abroad to deliver calls to their destination.

Some means of compensating the foreign phone companies for their work had to be devised. The accounting system, which operates under the CCITT's auspices, is the main one.

An accounting system bilaterally between countries determines how much a company gets the other for delivering every minute of telecommunications traffic. Phone companies settle on the basis of the net traffic between their countries. In some cases, the payments are large. For example, US telephone companies paid Germany's Deutsche Telekom \$167m net in 1989.

Theoretically, the rates are based on costs. But in fact they are determined by bargaining. The phone company receiving payment has an incentive to set accounting rates high because that maximises the amount of money it is paid.

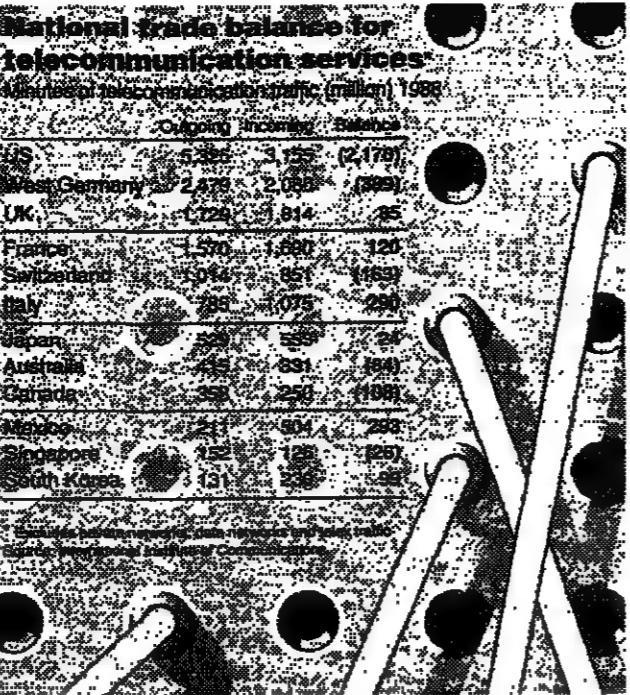
Therefore, although costs have fallen sharply over the past decade, rates have stayed high.

The high level of accounting rates has provided a floor beneath which the phone companies have been unable to cut the prices they charge customers.

Reforming the system has not been easy for the countries which have a vested interest in its continuation.

However, over the past year, those countries which are net losers have been stepping up pressure for its reform. The

Hugo Dixon on international reform of telecoms charges Counting the cost of calls



which paid out \$8bn last year, is leading the way. Canada, France and New Zealand, which have deficits, have also been advocating changes.

Momentum for change has been boosted by the fact that the CCITT is no longer acting as a vacuum. The European Commission's competition authorities have launched an investigation into accounting rates and call charges, and the US Federal Communications Commission has threatened to cut accounting rates uniformly if they have not fallen far enough by then.

Meanwhile, there have been economic reports arguing that high call charges restrain world trade and could be harming the interests of the phone companies by curtailting the use of international telecoms.

The argument at this week's meeting of CCITT Study Group 3 is likely to be less about whether accounting rates need to come down than about how to achieve this. There are four main proposals for reducing accounting rates.

Lower accounting rates should be negotiated but the

minute, rising to SDR 1.0 for calls of over 6,000 km. Comprehensive figures on accounting rates are not published except by the US but some are understood to be as high as SDR 5.0.

The proposal has been criticised by the US and the UK on the grounds that price

and that the rates suggested by Sweden are still high.

Mr Bertil Thorngren, director of corporate planning at Televerket, Sweden's telecommunications operator, freely admits this but argues that the figures proposed would still in many cases be below the rates in force.

CCITT recommendations should be changed to contain a clear statement that accounting rates should be based on costs, that the rates should be published so that phone companies should not discriminate between different countries.

The US, which is pushing this line, believes that, so long as accounting rates are kept high, it is difficult to know whether they are based on costs or not. It is difficult to determine whether a phone company is being unfairly treated. The argument that publication would lead to downward pressure on rates, as a phone company would be able to argue that its competitor was giving other phone companies a better deal.

The system should be abolished. Although this is not the agenda of the CCITT, this line is being pursued by the Organisation for Economic Co-operation and Development.

The idea is that the rate system should be replaced with a new system of "termination fees". Every phone company would be paid one as the price at which it would agree to sell calls to their final destination. This fee would be the same no matter where the call came from and would be higher than the country's most expensive long-distance call.

If the CCITT moves to bring accounting rates down to costs, that will be only part of the story. Lower accounting rates would be a barrier to cutting the prices charged by the same companies as giving the companies an incentive to cut prices.

The way of providing an incentive would be for governments to allow competition in international telecommunications. Dismantling the industry's monopoly structure would remove the rationale for the accounting rate system, because phone companies would then be able to provide customers with competing end-to-end services. Most governments, however, have yet to achieve this.

system itself should not be changed. Mr Bernard Roux, a France Telecom executive who is also chairman of CCITT study group 3, has no need for radical change: "By 1993, the problems raised a few years ago will be solved. Accounting rates will be at costs."

The lower accounting rates have certainly accelerated over the past year. US carriers, led by the largest, AT&T, have negotiated phased reductions in accounting rates of 50 per cent or more with the US, Spain, France, and Hong Kong.

European phone companies have also agreed to cut intra-European rates by about half.

But experts such as Mr Tom Luciano, who is responsible for accounting rate negotiations at AT&T, say that rates are still generally far above costs - while costs continue to fall.

The CCITT should set maximum rates for accounting rates.

It has suggested that for calls up to 100 km in length, there should be a top rate of 1.0 special drawing rights (SDR) - the IMF international currency unit - per

letter to the editor

LETTERS

Insurers must be allowed to use genetic testing

From Mr David Purchase
Sir, I was interested in your report (August 30) from the British Association meeting on the plea from Professor Bob Williamson to ban discrimination by life insurance companies based on the results of genetic testing. This is yet another example of a social trend to argue that, if no "fault" is involved, then social pressures against discrimination outweigh normal scientifically-based judgments. Attitudes to HIV testing are, of course, the most topical and critical example.

The social pressures are real and understandable. However, if you ban such discrimination by the companies, how do you also control discrimination against them by those who do actually know that they are at higher risk? If the average sum

insured is \$20,000 but those at higher risk insure themselves for \$250,000, the "community"

- here the remaining policy-holders - are paying not only for the higher risk but paying for it fivefold.

A limit on cover is not the answer, as those at greater risk could easily insure themselves with far more companies than the norm. Whenever there is a choice on the part of the individual seeking cover, insurers must remain free to exercise their own judgments. Professor Gordon Dunstan is surely right to say that, if society can wish certain adverse consequences to be avoided, society itself should pay the bill.

David Purchase,
Deputy chief actuary,
Sun Life Assurance,
Aristol.

How to lose money quickly

From M J Chestham
Sir, Further to previous correspondence on Personal Equity Plans, some readers might be interested in the following conclusions, based on five years of bitter experience.

The quickest way to lose money is through traded options, closely followed by warrants.

Unit trusts are a vast improvement. With these, money is lost very much more slowly.

Financial reports should primarily help

companies, not the users of accounts

The behaviour of banks can be a forecasting lodestar

Mr Perry Aldred
Sir, There is no need for "forecasters to fly blind" (Leader, August 31). If they can find a balance between the remaining policy-holders - are paying not only for the higher risk but paying for it fivefold.

A limit on cover is not the answer, as those at greater risk could easily insure themselves with far more companies than the norm. Whenever there is a choice on the part of the individual seeking cover, insurers must remain free to exercise their own judgments. Professor Gordon Dunstan is surely right to say that, if society can wish certain adverse consequences to be avoided, society itself should pay the bill.

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What is happening in the US after a year such as 1990 is that US banks will have spent the first quarter of 1991 identifying and resolving problems, and the second avoiding surprises and hoping for stability. Given the competitive pressures the 12,000 US banks cause, where pausing for breath is not acceptable - the current quarter, the third, is seeing the start of new lending in the US as banks strive to create fresh loan books.

There is a similar process at work in the UK, but given the half-yearly reporting cycle and common lending experience, starting in January 1991, a UK bank will only be raising its rates and making

loans, not in the third quarter but in the third half year this will start in January 1992. The Yasuda Trust Europe Outlook predicted for this reason there would be economic recovery in the US in the third quarter of 1991. Using this logic, the Japanese banks are likely to come through at the beginning of 1992. There has been no reason to change these forecasts made at the beginning of January this year.

There are various linkages which are in place through the ownership of multinationals, through the wholesale money markets and the foreign markets.

It is much more dependent upon that than is generally believed, with a lag here of six to nine months because of the more frequent reporting periods in the US. This is a view formed by observing the US economy emerge from successive recessions. It has been formed by making comparisons between the behaviour patterns of US managers over a number of years as they have reacted to the extraordinary pressures which quarterly reporting creates in an open society such as the US and the decisions taken in a more closed timetable in the competitive banking system in the UK.

Perry Aldred,
Economic adviser,
Yasuda Trust Europe Ltd,
Liverpool Street,
London.

give rise to concern and pre-

dicts the worst of "creative accounting".

Should the Accounting Standards Board encourage the view that financial reports are a device for encouraging leadership and corporate governance, even if the role of reporting the past seems

glamorous than that of taking decisions about the future?

Michael J Page,
Halpern and Woolf,
professor of accounting,
Polytechnic,
Milton, Southsea,
Hants.

its current low state.

The idea of user decision-making as a basis for setting standards was influential throughout the life of the old Accounting Standards Committee and failed to provide a guide for choosing between alternative accounting methods.

Instead, a reversion to the view that financial reports exist to enable firms to enter into transactions more cheaply and effectively, by making the firms and their directors accountable, would enable standard-setters to deal with many current practices which

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Fax service

Edward Mortimer

A fair deal for minorities

The peoples of both Yugoslavia and the Soviet Union face acute problems of self-determination. Minority rights are the key

eliminated by acts of genocide or mass expulsion. (Such acts disfigured European history in the past, but still have not arranged the peoples of Europe into ethnically homogeneous territorial blocks.) The aim of both national and international policy should be to make these minorities feel at home, so that their grievances do not serve as fuel for endless frontier conflicts.

How should this be done? The condition is that individual human rights should be guaranteed, especially the right to travel and communicate freely across frontiers. But in many cases this will not be sufficient, and some group rights will have to be recognised as well. Minorities will not feel at home if they do not have access to education and information in their own language, which means they must be guaranteed a fair share of the state resources devoted to schools, universities and television, with the right to decide for themselves how those resources are used.

Where a national minority is a local majority it is especially important that it should feel at home if it is not to be tempted by secession. That means that it must feel confident about its ability to remain majority in its own area without having to change its state allegiance, something which can often only be assured by placing limits on individual freedom.

A good example can be found in Nagorno-Karabakh, South Ossetia, the Fergana Valley and the Aaland Islands in Finland. The majority of the people living in a given territory, it is very unwise and dangerous for the majority to disregard the rights of a large minority, and especially so if that minority is supported by a neighbouring state larger and more powerful than the territory in question. These minorities may wish to hold their own against the Republic, as long as they still have the power of Great Britain behind them. Greek Cypriots were no match for Turkey, and the Croats heavily outnumbered the Serbs.

At the beginning of the week, Mr Boris Yeltsin did begin to act alarmingly like the Ukrainian president, Mr Slobodan Milosevic, when (or rather his spokesman) warned that he reserved the right to negotiate new

higher birthrate, would be advised to abide by their time.) Letters will now pour in from outraged Greeks and Ukrainian nationalists, not to mention Greek Cypriots. How can such cynical realpolitik? Is it not the case of the international community to protect these bullyboys and uphold the inviolability of national frontiers? Should not Britain defend the right of the majority in Croatia, Ukraine and Cyprus, as it does in Northern Ireland?

Well, I am bound to say that Britain defaulted on its obligations to both communities in Cyprus - a special case.

Britain had guaranteed the rights of the minority in Northern Ireland.

Irish nationalists had a similar resentment of the British as the Catholics in Northern Ireland.

It is unwise for a majority to disregard a large minority, especially if it is supported by a powerful next-door state

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Let us hope that the

Ukrainians remain

enough to avoid setting them

on a similar collision

course with the Russians. (The

Kazakhs, who barely outnumber the Russians in their own

republic but have a much

with supplying peace-keeping forces to consolidate

frontiers.

It is not only the

minorities who

are entitled to claim any

international status for frontiers

which were established only as

administrative divisions within

what were, from an international point of view, single states.

Secession in itself

is a very dangerous

international frontier.

Both Greeks and

London and Beijing make important commitments for 1997 transfer of Hong Kong

Major attacks China's human rights record

By Philip Stephens, Political Editor, in Beijing

AN UNCOMPROMISING attack on China's human rights record by Mr John Major, the UK prime minister, yesterday made new Sino-British commitments to ensure the transfer of sovereignty over Hong Kong in 1997.

During the first day of his talks with Chinese leaders in Beijing, Mr Major told Li Peng, the Chinese premier, that Britain intended to maintain "unrelenting and unremitting" pressure to win the release of political prisoners.

Li responded with an equally firm view of China's political and cultural system, saying the most basic human right in a country of 1.1bn people was to have sufficient food.

He reminded his guest of an inglorious history of human rights during its intervention in the last century.

Speaking in an uncharacteristically sharp conference, Mr Major went to Beijing to signal that the world had finally crushed the Chinese pro-democracy movement in Tiananmen Square in June and the subsequent clampdown on dissidents.

"There are concerns about human rights... I am like worldwide concern perfectly clear in my remarks today. They are free, frank and forthright exchanges," said.

Referring to what he termed a series of "hard-phrased and specific" criticisms covering religious repression in Tibet as well as political detentions, Mr Major said he had presented



Facing the press: John Major with journalists in Beijing promises "unrelenting" pressure on human rights

Li responded with a list of individual cases. They included two members of the pro-democracy movement currently in hunger strike in jail, prisoners of conscience held by Amnesty International, and the Hong Kong residents in detention in China.

"Our discussion today on human rights is not just a matter," he said. "It promises a 'personal interest' in future talks on

issue between Mr Douglas Hurd, the foreign secretary, and Qian Qichen, his Chinese counterpart.

Mr Major pointed to a reciprocal visit to the UK next spring.

Despite the unexpectedly harsh tone of his human rights criticisms, Mr Major joined Li in promising greatly enhanced co-operation over Hong Kong

equally upbeat about Li's agreement yesterday on the transfer of control of land appeal in Hong Kong.

The court, with judges appointed by an independent commission, will be a guard of judicial independence in the colony after the transfer to China.

For co-operation, Page 4 Pacific deal, Page 18

EC races to find Yugoslav peace

The ceasefire must be consolidated quickly, writes David Gardner

THE European Community surprised itself yesterday by the speed at which it consolidated Monday's cautious agreement on a peace process in Yugoslavia.

When a reluctant Mr Slobodan Milosevic, president, agreed to a truce and mediation accord in Belgrade on Monday morning, it became imperative to maintain a momentum which would persuade the warring sides to stop fighting.

Mr Milosevic had refused to sign an earlier verbal peace proposal on August 4, which bought him the month he needed to carry out the plan of Croatia he wants to join to a greater Serbia.

The issue of greater Serbia will become prominently the Saturday when the EC begins its exercise in international mediation in The Hague. The community's intervention is hoped to be soon enough to be an irrevocable breakdown in the fragile ceasefire.

The current Dutch presidency of the EC had selected the peace accord for September 16. Present from Germany, France and Italy, they moved forward on Monday.

But then, as the Twelve foreign ministers realized why they were accelerating, the war was not even over. The Saturday.

The problem is now not momentum, a Dutch official said. The



Carrington: respected

bandment of paramilitary

Nobody can say that one single shot will fire the conference and the conference," said the senior Dutch official. "But equally," he added, "you can't have a conference if full-scale fighting is going on. You have to judge where the balance is."

More fighting in Yugoslavia is not the sole factor. If the balance is judged to be

Lord Carrington, who has been chosen as co-ordinator of the Yugoslav peace conference, was Britain's Foreign Secretary from 1979-82, when he resigned over the Argentine invasion of the Falkland Islands.

Respected for his handling of negotiations which led to Zimbabwe's independence in 1980, Lord Carrington's career in British politics included several other ministerial posts.

He went on to become an eminently successful Secretary-General of Nato from 1984-88. Since then he has been chairman of Christie's International, the art auction house.

against a conference going ahead, then Germany warned yesterday it would recognise Croatian independence. A spokesman for Mr Hans-Dieterich Gremm, the German foreign minister, said a delegation of Croatia yesterday "if it is possible to bring about a conference, we

will go forward to recognise Croatia."

This stance diverges from the agreed position of the Twelve, and underlines the risk of the peace process breaking up as the sides in the mediators as well as the Yugoslavs.

Assuming the conference does go ahead, it will be chaired by Lord Carrington, the former British foreign secretary, on behalf of the EC. A separate five-strong board will be attached to the conference.

The EC has named eminent constitutional lawyers - Mr Luis Badinter of France, Mr Alfonso Corrales from Italy and Mr Roman Herzog of Germany - to the board; the Yugoslav parties are to name two other members.

EC foreign ministers, the Yugoslav presidency, government and presidents of all six republics will launch the conference on Saturday. It will then divide into working groups, with the most sensitive put in binding arbitration.

The delineation of frontiers, for example, is expected to be the most contentious issue. The arbitration will then settle, in what looks to be a long haul.

The hope is that the arbitration can settle some "depoliticised" problems, before feeding back into the conference. But, as Mr Hans van der Broek, the Dutch foreign minister, explained yesterday, "accepting the procedure means accepting the outcome."

Emu entry proposals

Continued from Page 1

enter stage three unless, for years, it had demonstrated a high degree of price stability, which is apparent from a level of inflation in those achieved by the member with the best performance in terms of price stability."

"A sustainable government financial position, which is apparent from having achieved budget deficits that are excessive."

"The normal [narrow] fluctuation margin of the exchange rate mechanism without deviating against any other member currency."

On convergence, as reflected in a approximation of comparable interest rates relative to those member states with the best performance in terms of price stability".

Japan may take action against compensated equity investors

By Our Tokyo and Foreign Staff

THE Japanese Ministry of Finance, which is preparing to compensate investors for losses in the wake of scandals, is considering taking measures against compensation as well as payments for trading

plating resigning. "I do as much as I can so that in the future any person taking up my job will not have to feel the same as I do now," he said. However, he is thought likely to stay on until the law is changed this month.

The proposal to punish investors as well as for compensation payments is controversial. Some members of parliament believe it will increase the Finance Ministry's powers over non-financial institutions when the ministry has been contributing to scandals through lax supervision.

Other members of parliament are in favour of punishing stockbrokers for receiving compensation since they are illegal only if they are cov-

ered by a prior guarantee. Securities companies have admitted paying compensation and insist that they are not in breach of any pledges.

The ministry, however, is investigating the possibility that payments were covered by guarantees - it found that in 80 out of 100 cases payments were made in clients who had no guarantee.

The ministry suspects such payments may relate to compensation made by promises of a specific return.

The ministry is also probing claims that the securities companies which have been making payments up to March 1990, did not compensate at that date. Evidence of more recent payments show that reports of stockbrokers have filed with the ministry were incomplete. Slap in the face, Page 19

Spanish to make lots of lolly in Leningrad

By Peter Bruce in Madrid

AS A CATALAN, Mr Enrique Bernat will appreciate the concern planned this Friday at the Leningrad First Confectionery Enterprise factory in Russia's second city.

Mr Bernat, owner of Chupa Chups, the world's largest producer of lollipops, believes

the demand could be 200m lollipops a year.

Production of Spanish lollipops represents the first west-east joint venture to be launched since the failed coup in Moscow last month.

Unfortunately, the Russians

have a tooth, the can

Spanish have to turn them off on Chupa Chups' lollipop.

The Spanish and the cello-

phane wrapping - designed by Salvador Dali - have been supplied initially from Spain.

Mr Miguel Otero, Chupa Chups' international division director, says he expects to find local suppliers soon.

He says the one machine

now installed in Leningrad

will initially produce 100m lollipops a year. A new factory

should be in stream in a year,

raising production to 500m lollipops a year.

The Soviet operation will

cost Chupa Chups a

\$10m, but no market

has been conducted on

whether the Russians

like lollipops. The biggest

headache in Leningrad

is how much to charge. The

1½ rouble price barely covers

production.

It proves much, the market stands little chance of being tempted by the company's melodypops - a range of plastic vehicles said to

able to play Tchaikovsky's

121st Symphony or, the Internationale.

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THE LEX COLUMN

The cracks at Taylor Woodrow

There are two possible

views from yesterday's figures from Taylor Woodrow. One is to assume that the company must be worse than previously forecast. The other is in question whether the company still merits its tag as one of the blue chip investments.

It is not that the 33 per cent

slump in pre-tax profits was

badly out of line with market

expectations. The real worry is

the size and nature of the first

half provisions and the fact

that these were only offset by

capital gains from a major

south-east property disposal.

The main problem, as

far as is known, is that

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INTERNATIONAL COMPANIES AND FINANCE

Dresdner Bank, BNP in share plan

By Andrew Fisher in Frankfurt and William Dawkins in Paris

DRESDNER BANK, Germany's second largest bank, and Banque Nationale de Paris, France's largest state-owned bank, are on the verge of completing a wide-ranging collaborative agreement which will involve cross-shareholdings around 10 per cent.

The two banks will shortly present their proposals to the European Commission in Brussels - possibly in a few weeks - and in their

BNP has several deals in the works out, including the mutual shareholdings. Both banks indicated, however, that were likely to be around 10 per cent.

Like Commerzbank, the third biggest German bank, and Lyonnais, state-owned, Dresdner and

BNP said earlier this year that they hoped soon to mutualise.

But Commerzbank has given up the idea of negotiating cross-holdings with Crédit Lyonnais. Differences on future expansion policy and in management and banking styles.

In April, Commerzbank said it was at an "early stage". Since then, it has been in association with Crédit Lyonnais, which recently opened a German branch in Baden-Baden. Talks have now ended.

The links between Dresdner and BNP were recently extended with the banks' decision to open a joint venture bank in Prague, possibly with a local Czechoslovakian partner. They already have

combined operations in Hungary, Turkey and Switzerland, and plan to start up shortly in Poland.

The possibility of closer links between German and French banks has given a new impetus in April, with the French government that private concerns could minority stakes in state-owned groups. The Paris banks' plans to partial privatisations further improved the political will for a deal.

The conclusion of the BNP deal will give a further shareholder to Dresdner's owners, following the news in July that Allianz, the leading German insurance group, is to sell 22 per cent of its main capitalisation to the French banks. Commerzbank is uneasy about aggressive plans of

Crédit Lyonnais, while Dresdner was obviously worried that BNP's plans were restrained. Moreover, Dresdner and BNP have in each other's hands since 1988. Both are expected to agree to refine their expanding in each other's markets.

There could also be joint acquisitions in other markets, and, eventually, some form of amalgamation of the two banking operations.

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Delhaize rises 19% on back of US success

By Andrew Hill in Brussels

PROFITS at Groupe Delhaize "Le Lion", the Belgian retailer, rose by more than 19 per cent in the first half, on the back of another strong performance from the group's dominant US operations.

The group's BFr2.1bn net increase in net profits from its 600 Food Lion supermarkets in the US, which rose \$35.5m on increased sales of \$247.0m in the first 24 weeks of 1991. The company's Super Discount Markets, near Atlanta, began to break even in the last month of the first half.

Delhaize said that, in the first 32 weeks of 1991, the sales increase at Food Lion had slowed slightly to 15.9 per cent because fewer new stores were opened in the first half of the year. During the last 20 weeks of the fiscal year the company intends to add up to 75 stores to the 809 already operating.

In the first half, Food Lion sales accounted for more than two-thirds of the group's total consolidated sales of BFr14.8bn.

Domestic supermarket operations did not improve gross operating profit because Belgian wage costs increased. Sales rose 6.9 per cent in the first half, excluding VAT.

French and German aerospace groups propose missile accord

By William Dawkins

THE FRENCH and German aerospace industries are on the point of announcing a co-operation deal in the production of a new generation short-range missile.

Thomson CSF, the French defence electronics group, Aérospatiale and MBB, the German aerospace group, plan to announce details of the agreement tomorrow, according to officials of the French companies.

The agreement comes six months after Thomson said

plans to pool its missile-making business with British Aerospace, which French company attributed to the changing requirements of the defence market in the aftermath of the Gulf war.

Speculation has been growing over a possible European-wide co-operation in recent days, the decision by Aérospatiale, MBB and Matra, the French aerospace, telecommunications and transport group, to shelve indefinitely another joint

programme, launched last year, to produce a version of the British ground-to-air missile to be called the Astra.

The existing generation of missiles is produced jointly by Aérospatiale and MBB.

The decision to delay the modernisation of the Roland missile by Aérospatiale and MBB seeking new partners in the development at a time when Matra was reassessing its plans.

Compagnie Bancaire declines 28%

By William Dawkins

COMPAGNIE Bancaire, the French financial services group, yesterday reported a decline in group net profits of FF767m (\$113.4m).

Compagnie Bancaire, the largest subsidiary of Paribas, the investment bank, has a 21 per cent decline in operating income FF76.6m.

The bank, which specialises in leasing, consumer credit,

mortgages and direct mail insurance, attributed the earnings decline to a fall in profits from its British activities and from its property lending and investment division. There was an increase in profits from lending to individuals and from life insurance and savings.

Overall, the demand for new loans in France and abroad fell by 8 per cent in the first half.

IMI suffers 32% fall in profits at half-time

By Charles Landale, Industrial Editor, in London

THE UK metals and engineering group, yesterday reported a 32 per cent drop in pre-tax profits for the first half of 1991, partly as a result of a price cut imposed by its main customer which is one of IMI's most important customers.

The price cuts on contracts for Rolls-Royce, sharply lower orders and higher copper prices combined to drive IMI's largest division, refined and wrought metals, to an 88 per cent fall in trading profits of £1.5m (\$2.52m).

Mr Gary Allen, IMI's chief executive said there were no signs of an upturn in orders within the UK, which accounts for about 40 per cent of the group's sales. Mr Allen said he did not expect renewed growth in the UK to help the company's results until the first three months of next year.

However, there were signs that the upturn was gathering pace in the US, where IMI's fluid-power division, which supplies a wide range of manufacturing industries, has recorded four successive months of improved orders.

Mr Allen said renewed growth in the US, which accounts for 20 per cent of IMI's turnover, should offset slower growth in Germany, which is starting to reduce orders from German engineering industry.

IMI's pre-tax profit for the six months to June 30 was £40.1m, down from £65.6m in the same period the year before on a 12 per cent drop in revenues from £347m to £296m.

The building products division managed to restrain its fall in trading profits to 19 per cent, down to £9m from £21.1m, mainly by supplying the booming German market.

Trading profits at drinks dispenser manufacturing fell 8 per cent, while fluid power engineering, which supplies machinery makers, recorded a 25 per cent drop.

Capital investment was kept to £50m in the first half, the same amount as last year and 1,200 redundancies were declared during the period.

Midland Bank to merge corporate operations

By Robert Mawson in London

THE UK banking group, the UK's largest, has agreed to merge its corporate operations in the first stage of a thorough reorganisation initiated in March when Mr Brian Pearce was appointed as chairman and Mr Peter Waller replaced Mr Michael as chief executive.

Midland Bank has loans to big corporate companies through Midland Merchant Corp. Banking, which is part of its Midland Merchant Corp. banking division.

This business, however, will be incorporated into its main UK banking operations.

Midland Montagu, which is currently in charge of its investment banking business, will continue to have responsibility for its capital operations, fund management, a capital markets business and treasury functions. It also owns Samuel Montagu, the merchant bank, which provides advice and complex loan deals to companies.

The record of clearing banks as owners of merchant banks has been dismal. Their culture tends to be at odds with the need to foster individualism within a merchant bank. Samuel Montagu, however, has been given more freedom than other clearer merchant banks and its record has been good.

The intention of the corporate lending merger, however, is to establish a clearer identity for Samuel Montagu and Midland Montagu.

Mr Pearce is thought to want to retain the investment banking business. Sales of other subsidiaries are inevitable as attempts are made to prevent recurrence of its poor record and create a group structure which will give it a long-term future as an independent bank.

Ascom first-half sales advance 2.7%

By William Dufford in Geneva

ASCOM, the Swiss information group, yesterday reported a 2.7 per cent advance in sales in its first half sales.

Incoming orders at Ascom, which accounts for 20 per cent of the group's turnover, should offset slower growth in Germany, which is starting to reduce orders from German engineering industry.

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INTERNATIONAL COMPANIES AND FINANCE

Restructuring begins at Daiichi property group

By Robert Thomson in Tokyo

FIVE senior officials from Mitsui Trust and Banking have begun restructuring the financially-troubled Daiichi Corporation, the core company of Japan's Daiichi Real Estate group, which has been hurt by a downturn in property prices, higher interest rates and a weak stock market.

The five, including a director of the Mitsui Trust board, are expected to recommend sales of the company's property and securities holdings in an attempt to reduce group debts reckoned by Daiichi to total about Y1.200bn (US\$8.5bn).

The appointment of Mitsui Trust staff follows the collapse last week of Maruko, a property company which filed for court protection with outstanding debts of Y277.7bn after a

sharp downturn in the market for one-room apartments, a popular speculative investment during the late 1980s.

While Maruko's bankers rejected a restructuring plan proposed by the company, Mitsui Trust said the bank had decided to back Daiichi Corporation because the collapse of the company could be disastrous for the real estate sector.

The transfer of staff from a main bank indicates to other lenders that a troubled company will not be allowed to fail, though Japanese banks have been forced to become more selective about the companies they support.

Mitsui Trust said the size of a company, the integrity of its management and the potential impact on the financial system

CRA blames soft prices for fall

By Mark Westfield in Sydney

AUSTRALIAN mining group CRA has blamed soft aluminium, lead and zinc prices and production problems at its coal mines for a 49 per cent drop in net profit for the half-year to June 30.

Earnings after tax for the six months fell to A\$137.4m (US\$107.5m) from A\$269.5m, but the 1990 first-half figure was inflated by a A\$60.8m abnormal contribution from the sale of part of the group's holding of convertible notes in Germany's Klöckner-Werke steel group.

CRA has joined a string of Australian groups hurt by the recession to cut its dividends. In this case to 10 cents, fully-franked, compared with 24 cents for the 1990 first half.

The group chief executive, Mr John Ralph, said CRA expected "marginally higher" earnings for the second half because of continuing strong results from its iron ore division and improvements in the coal operations.

CRA's sales for the first half of A\$2.26bn were 4 per cent higher than the corresponding period last year, due mainly to improved volumes and prices from its Hamersley iron ore mine in western Australia.

AFP Group rejects fresh offer for stake in ACM

By Mark Westfield

THE MONACO-based AFP Group has rejected an increased offer of 23 per cent for shares in its 50 per cent associate, Australian Consolidated Minerals, from joint bidders Western Mining Corporation and the Normandy Pension Group.

AFP, whose acceptance is crucial to the success of the takeover offer, said the revised bid from 50 per cent share to A\$1.11 still undervalued ACM.

The target company's shares have been valued by independent Corporate Advisory Services at between A\$1.26 and A\$1.65 a share.

The increased offer values ACM at A\$2.65m (US\$20m).

Dao Heng Bank surges 54%

DAO HENG BANK yesterday announced that profit tax and transfers to reserve reserves surged 54 per cent in the year ended June 30, to HK\$151m a year earlier. AP-DJ reports

The medium Hong Kong bank, one of several local institutions affected by depositor mini-run after the government's decision in early July to place Bank of Credit & Commerce Hong Kong into temporary liquidation, said the performance in a 11 per cent growth in deposits and 31 per cent via lending.

DAO shareholders are due to meet on September 16 to approve a 30 per cent joint venture with the local Outokumpu Metals and Resources group to develop Mt Keith. If the joint venture is approved by shareholders, WMC has the option to pull out of the takeover.

ACM shares closed 10 cents higher yesterday at A\$1.16 in response to the increased bid.

It expressed confidence, however, in its long-term prospects.

Philippines to assume PAL debt

THE Philippine government will assume the foreign debt stock of Philippine Airlines (PAL) amounting to US\$315m. The move paves the way for the flag-carrier's privatisation, AP-DJ reports from Manila.

PAL owes the 14-nation credit line around 100 commercial lenders another \$118m, in addition to the Philippine central bank and the government.

The Philippine government will assume the total stock of PAL at the end of the year.

Mistral International Limited

U.S.\$1,100,000,000

Variable rate due 2005

For the interest period 1 September, 1991 to 1 December, 1991, bear an interest of 6.325% per annum. Interest payable on 1 December, 1991 will be US\$15,388.19 per US\$1,000,000.

Agent: Morgan Guaranty Trust Company

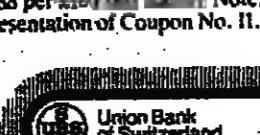
JP Morgan

C&G Cheltenham & Gloucester Building Society

£125,000,000

Floating Rate Notes due 1994

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 29th November, 1991 has been fixed at 10.9375% per annum. The interest accruing for such three month period will be £27.69 per £10,000 Bearer Note, and £2,726.88 per £100,000 Note. On 29th November, 1991 against presentation of Coupon No. II.

London Branch
Agent Bank

Mortgage Funding Corporation Plc

£115,000,000 Class B-1

£11,000,000 Class B-2

Mortgage backed

floating rate

August

For the interest period 29 August, 1991 to 1 Class notes bear an interest of 11.25% per annum. Interest payable on 29 November, 1991 will amount to £2,792.34 per £100,000. The interest will bear an interest of 11.25% per annum. Interest payable on 29 November, 1991 will amount to £2,792.34 per £100,000 note.

Agent: Morgan Guaranty Trust Company

JP Morgan

Fuji Photo launches digital still camera

By Steven Butler in Tokyo

FUJI Photo Film, the Japanese photography giant, yesterday launched a digital electronic still camera. Its flexibility could challenge the traditional photography market.

Daiichi Real Estate has hit the problems in the apartment market and the Japanese property market.

New apartment construction in July fell to its lowest level in almost two years and apartment prices have fallen sharply in some areas.

The continuing weakness in the market will make difficult the sale of property holdings, which include Japanese office, apartment and resort developments, as well as buildings in New York.

sharp downturn in the market for one-room apartments, a popular speculative investment during the late 1980s.

While Maruko's bankers rejected a restructuring plan proposed by the company, Mitsui Trust said the bank had decided to back Daiichi Corporation because the collapse of the company could be disastrous for the real estate sector.

The transfer of staff from a main bank indicates to other lenders that a troubled company will not be allowed to fail, though Japanese banks have been forced to become more selective about the companies they support.

Mitsui Trust said the size of a company, the integrity of its management and the potential impact on the financial system

Gearing up to face a downturn

Emiko Terazono on problems in the Japanese machine tools industry

After three years of strong growth, Japanese machine tool makers are finally facing a slowdown. With machine tool orders down for the seventh month in succession, companies are bracing themselves for lower sales and smaller profits.

Most machine tool companies are projecting a downturn in earnings for the current year. In March 1992, Yamazaki Mazak, the largest Japanese machine tool-maker, said that a decline in orders is expected to depress earnings by 10 to 15 per cent compared with last year.

The camera includes Fuji's world's first image compressing integrated circuit in commercial use. It can store up to 21 digital images to be stored on an eight-megabit card, the size of a business card, which is inserted into the camera.

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sent to Warrantholders on 26th August 1991.
This advertisement therefore appears as a matter of record only.

GT CHILE GROWTH FUND LIMITED

SUBSCRIPTION RIGHTS

1. On 1st November 1991, Warrants become exercisable to subscribe for the Ordinary Shares of the Company.
2. The subscription price is US\$10.00 per Share at 31st September 1991 the middle market price, according to Stock Exchange Daily Official List, US\$15.50.
3. Warrantholders must inform the Custodians of their Warrant Certificates to their intentions and instruct them to send the completed certificates to the Registrar of the Company at the address below by 31st October 1991 at the latest.
4. Subscription monies are to be paid on application and should be paid as follows:

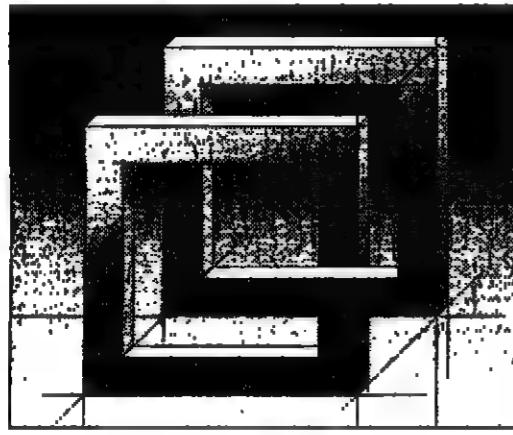
By Bermuda (New York) Limited,
350 Park Avenue, New York, New York 10022, USA.
via CHIPS UID 005584 FEDWIRE ABA 02600994
I/B/O The Bank of Bermuda Limited,
Hamilton, HM11, A/c No. 800008
for further credit to GT Chile Growth Fund
No. 100213504
Alan Bernado

5. In the event of the loss of a Warrant, written application should be made as soon as possible to the Registrar of the Company for a letter of indemnity for completion and return by the Warrant.
6. Ordinary Shares issued on the exercise of subscription rights will be allotted not later than 15th November 1991, from 1st November 1991. Warrants for any balance of subscription rights will be despatched by 29th November 1991.
7. The Company will apply to The Council of the Stock Exchange for new shares to be admitted to the Stock Exchange Daily Official List not later than 15th November 1991.
8. New shares will rank pari passu with existing shares in all respects after 1st November 1991.
9. Similar subscription rights will arise normally on the first business days in May 1992 and October 1992.
10. The exercise of warrants will constitute an acquisition of securities for the purposes of capital gains tax. Shareholders who are in doubt as to their taxation position should consult their stockbroker, solicitor, or other professional authorised pursuant to the Financial Services Act 1986.

4th September 1991

David T. Smith, Secretary, The Bank of Bermuda Limited,
Bank of Bermuda Building, Front Street, Hamilton, HM11, Bermuda.

Interim Report as of June 30, 1991



The full Interim Report on the development of our bank's business from January 1 to June 30, 1991 is

I wish to receive this report, please send us (Frankfurter Hypothekenbank AG, Postfach 10 08 48, D-6000 Frankfurt a. M. 1), stating the number of copies required.

Frankfurt am Main, August 1991. The Board of Managing Directors

Frankfurter Hypothekenbank

NOTICE OF EARLY REDEMPTION

HALIFAX BUILDING SOCIETY

£150,000,000

Floating Rate Loan Notes 1992

NOTICE IS HEREBY GIVEN that, pursuant to Condition 5(b) of the £150,000,000 Floating Rate Loan (the "Notes"), Halifax Building Society will redeem all of the Notes in their principal amount on October 10, 1991.

The Notes may be surrendered for redemption at the specified office of any Paying Agents, which are as follows:

Morgan Guaranty Trust Company

60 Victoria Embankment
London EC4Y 1JF

Kreditbank S.A. Luxembourg
43 Boulevard Royal
L-2955 Luxembourg

Morgan Guaranty Trust Company

Avenue des Arts 35
B-1040

Swiss Bank Corporation
Aeschenvorstadt 1
CH-4001 Basel

Payment in respect of the Notes will be made against presentation and surrender, or after October 10, 1991, of Notes together with all unmatured Coupons appertaining thereto. Such payment will be made in sterling at the specified office of the Paying Agent in London or, at option of the holder, at any specified office of any Paying Agent by a sterling cheque drawn on, or by transfer to, a sterling bank maintained by the payee with a bank in London.

Interest shall accrue on the Notes from October 10, 1991 and unmatured Coupons relating to the Notes shall become void on such date.

By: Morgan Guaranty Trust Company
OF NEW YORK, as Principal Paying Agent

Dated: September 4, 1991

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AND
FOREIGN EXCHANGE
24 HOUR COVERAGE**

**CAL Futures Ltd
Windsor House
50 Victoria Street
London SW1H 0NW
Tel: 071-799 2223
Fax: 071-799 1521**

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CONTACT: FRANCIS

**ECU FUTURES PLC, 29 CHESSMAN PLACE, LONDON
SW1X 8RL TEL: 071 245-1010 FAX: 071 235-6682/6599**

**FGP (BERMUDA) LTD
US\$15,000,000**

FLOATING RATE NOTES DUE 1992

NOTICE IS HEREBY GIVEN that for the interest period from 3 September 1991 to 2 March 1992 the Notes will carry an interest rate of 6.075% per annum.

Chemical Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Generali and US insurer agree to co-operate

By Nikki Tait in New York and Haig Simonian in Milan

CONTINENTAL Corporation, a US property-casualty insurance company, said yesterday it had an agreement in principle with Generali, the large but secretive Italian insurer, to future co-operation between the two companies.

Generali will underwrite all North American operations on Generali's multi-national risks. The two groups will also "provide mutual access to their worldwide facilities in support of multi-national activities" and "pursue joint marketing and production of multi-national risks".

Generali said that the companies would "continue to explore other areas of mutual interest throughout the world".

There has been much speculation that Generali, based in Trieste, might be limbering up for acquisitions, the Norwegian food and drinks companies, is delayed in three areas. The government has completed an anti-monopoly investigation, writes Karen Fossli.

The group, which announced in mid-June that it was Norway's third biggest company, stressed that it represented a "straightforward commercial insurance opportunity", with no other "financial consequences".

He said that Continental stood to gain credibility through the link-up, and would benefit from Generali's access in Latin America and Europe.

In Continental's previous annual report, profits slipped to \$141.1m, up from \$163.1m the previous year.

Generali has been wary of giving any details on how the funds from its rights issue, due to be launched on the Milan bourse shortly, will be used.

Mr Eugenio Coppola di Canzano, Generali's chairman, said the funds would be used for expansion, particularly in life insurance. However, the company has also hinted at acquisitions.

Continental Airlines and Perot in talks

By Nikki Tait

CONTINENTAL Airlines, the US insurer which has operated under bankruptcy court protection since last December, yesterday confirmed it had "very preliminary" talks with an investment group headed by Mr H. Ross Perot.

Mr Perot runs the privately-owned Perot Group, which developed the Alliance Airport, a cargo and industrial facility in Texas.

A spokesman for Continental sought to downplay the significance of the talks, describing them as no more than "tire-kicking". He also suggested that it was "not been confined to the Perot group, and that "various discussions" were continuing.

Much speculation has surrounded the airline, formerly run by Mr Frank Lorenzo, the carrier, the fifth largest in the US, is heavily-indebted and - as with nearly all airlines - made large operating losses last year in the Gulf conflict unfolded.

In 1990, it had a \$2.3bn loss and, while a large part of this sum reflected write-offs of its stake in carrier Eastern Airlines, the bottom-line figure did contain an operating deficit.

Aside from the Perot initiative, there has been talk in the past that smaller carriers, such as Northwest Airlines and USAir, might be interested in a

Christania criticised over reporting of credit losses

By Karen Fossli in Oslo

THE OSLO Stock Exchange has strongly criticised the former management of Christania Bank, Norway's second biggest bank, for failing to accurately report credit losses.

The bank's investigation started about three weeks ago shortly after Christania announced a net loss of Nkr1.63bn (US\$1.75bn) and the resignation of Mr Sverre Waller Rostoft, the bank's former president.

Mr Kjell Froensdal, a lawyer who led the probe, said the former management of the bank ignored advice from internal auditors reporting of losses.

Mr Froensdal said the bank's credit losses may not have

been reported at the appropriate time, this would have given an inaccurate picture of its financial position in the 18 months to June 1991.

While the bank's previous leaders ignored advice, this was a demonstration of judgment, but not a deliberate infraction of the share law, "Mr Fronsdal said.

Mr Fronsdal said Christania's new president, Mr Lennart Boberg, agreed with the bourse's findings, but said that it was the bank's new board chairman

who earlier suggested possible financial reporting irregularities.

"The earlier management was not realistic in the estimation of losses and this was despite the warnings and advice of the auditors in charge of accounts," Mr Lennart said.

The board said that Christania's accounts reporting would be monitored, but did not further investigations into possible violation by the bank of reporting of stock sensitive information, which may have led to insider trading.

"The case is closed and the bank can get on with the task of securing the right footstep toward the future," Mr Lennart said.

America West hearing delayed

A US bankruptcy court

yesterday delayed until today a hearing on a proposed \$155m

financing package for America West, the ailing Phoenix-based airline, writes Nikki Tait.

The package includes a debtor-in-possession financing - interim loans provided to companies in bankruptcy, with the lender ranking as the first of the creditors' - from Britain's Efta and Group and \$20m from Northwest Airlines Corp.

The group has recently been overshadowed by an investigation by the US Stock Exchange into alleged frauds by some board executives of the formal merger announcement.

However, it is widely expected that the US Stock Exchange will allow the merger to go forward, with the condition that the two companies reorganise

before the merger announcement.

The group said last week it had sold its 100 per cent stake through Goldman Sachs, but it did not give a price.

Computer Associates to buy Pansophic

By Louise Kehoe in San Francisco

COMPUTER Associates agreed to buy Pansophic Systems for about \$150m in its latest bid to achieve dominance in the computer software market.

Pansophic's shares rose sharply on news of the agreement, from a Friday close of \$11.4 to trade at \$14.4 yesterday. Computer Associates has agreed to buy \$18.15 per share for all of Pansophic's 17.5m shares.

Pansophic is a leader in the field of mainframe information retrieval software. Based in Lisle, Illinois, it had 1990 revenues of \$100m and net income of \$30.5m. In the first quarter, to July 31, the company reported revenues of \$9.9m on revenues of \$4.4m, after a restructuring charge. It closed sales of 300 employees.

Computer Associates, with only 100 in the computer software industry, will focus exclusively on the personal computer sector. Computer Associates offers software for mainframes and personal computers.

Over the past five years the company has acquired several software companies. Last month it launched a cash tender offer to purchase Ge-Salman International, for nearly 100 per cent.

Computer Associates and Pansophic had reached an agreement in principle for Computer Associates to acquire all of Pansophic's outstanding shares.

THE ASHKELON DEVELOPMENT COMPANY LTD.

PUBLIC INTERNATIONAL TENDER FOR ASHKELON MARINA CONSTRUCTION ISRAEL

THE ASHKELON MUNICIPALITY and Ashkelon Development Company Ltd. announce receiving of offers for the Marina in Ashkelon beach.

The entrepreneur will construct 260 vessels, according to updated plans, and in return will receive land adjacent to and in vicinity of the Marina, designated for the construction of recreation apartments, commerce and hotelkeeping.

Details, and tender documents will be received at Ashkelon Development Company Ltd., 38 Herzl St., Ashkelon 71111, Tel. 051-750081, 051-750258 from 2.09.91, in exchange for 2420S 5,900 (including VAT), which will be returned.

The last date for tender offers is the 17.10.91 at 5.00 p.m. Meeting with procurers of tenders, will be at the company's

BENNY VAKIN Mayor

Notice to the Holders of Warrants

to subscribe for shares of stock of

FURUKAWA CO., LTD.

(the "Company")

Issued in conjunction with an issue by the Company of

U.S.\$100,000,000

5% per cent. Guaranteed Notes 1992 with Warrants

(the "1992 Warrants")

and

U.S.\$250,000,000

4 1/4 per cent. Guaranteed Bonds 1993 with Warrants

(the "1993 Warrants")

NOTICE IS HEREBY GIVEN THAT the Board of Directors of the Company passed resolutions on 15th August, 1991 that the Company shall issue on 15th August, 1991 U.S.\$100,000,000 4 1/4% per cent. Guaranteed Bonds 1993 with Warrants (the "Notes with Warrants") for the consideration less than the current market price per share of common stock of the Company.

As a result of such new issuance of the Bonds with Warrants, the subscription prices at which shares are issuable upon exercise of the Warrants and the Warrants will be adjusted as follows:

A) the subscription price of the Warrants will be adjusted from Yen 1,050 to Yen 643.20.

B) the subscription price of the Warrants will be adjusted from Yen 1,056.00 to Yen 1,051.50.

Such adjustment of the subscription prices will become effective on 15th August, 1991 (Japan Time).

FURUKAWA CO., LTD.

Dated: 4th September, 1991

THE GREECE FUND LIMITED

International Depositary Receipts issued by

Morgan Guaranty Trust Company of New York

Preliminary

At a meeting of the board held on 29 August 1991, the Directors of the Greece Fund Limited decided not to recommend the payment of a dividend for the year ended 30 June 1991 on the shares of the Company.

The preliminary results are as follows:

| | 1991 | 1990 |
</tr
| --- | --- | --- |

RANK XEROX

Documents speak louder than words.

You're looking at an important document right now. From your daily newspaper, to reports, presentations, memos or the data on your computer screens, documents are the focus of everyone's business day.

Documents are where people share ideas and clarify thinking. Documents help you spread the word. Documents initiate projects. And cancel them. Documents are where people make commitments. And get released from them. In fact, 95% of all business information is contained in documents.

And companies know that whatever business they are in, they are really in the business of turning information into knowledge. That's why connecting people to an information processing system is often not as productive as connecting people to each other through document processing.

At Rank Xerox, years of experience have taught us that when you improve the way you process documents, you can increase the productivity of "knowledge workers," and actually improve products and services, not to

mention morale, immeasurably. We know because we've done it for our customers, as well as for ourselves. And we can do it for you.

It means examining all the ways people communicate with each other in your company, and analyzing how effectively they use their workstations, copiers, printers and fax machines to put together documents that make more effective communication possible.

Because producing more effective documents can make your company more productive. And that's something that speaks loudly to everyone.

RANK XEROX
The Document Company

There is a
limited amount
of exhibition space
available at the
conference

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FINANCIAL TIMES CONFERENCES

FINANCIAL REPORTING IN THE UK

LONDON - 10 October, 1991

The Accounting Standards Board recently unveiled its agenda for reform and its plans to issue edicts and proposals which will eventually lead to an overhaul of company balance sheets and profit and loss accounts. The reforms will affect not only companies, but investors, analysts, creditors and all others who rely on published accounts. This Financial Times conference will provide a practical, independent forum to review drafts on the agenda for reform.

Chairman: **Mr Paul Boyle**

Chairman
Financial Reporting Action Group

Speakers taking part include:

Mr Neville C Bain
Group Chief Executive
Coats Vaca Plc

Mr Nigel Stapleton
Chairman, Technical Committee of the
100 Group of Finance Directors

Mr Graham Stacy
Director of Professional Standards
Price Waterhouse

Mr James Carty
National Technical Partner
Robson Rhodes

Professor David Tweedie
Chairman
Accounting Standards Board

Mr David Nash
Group Finance
Grand Metropolitan plc

Mr Richard Hannch
Executive Director
UBS Phillips Drew

Mr Richard Fleck
Partner
Herbert Smith

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INTERNATIONAL
CONFERENCE

CONTRACTS & TENDERS

HONG KONG GOVERNMENT CIVIL ENGINEERING SERVICES DEPARTMENT

Demolition of Kowloon Walled City P. W. Programme Number 1016 CA

NOTICE OF PREQUALIFICATION OF TENDERERS

1. It is proposed that tenders will be invited in April 1992 from prequalified contractors for the demolition of buildings and structures in that area of Kowloon, Hong Kong known as the Kowloon Walled City.
2. The existing Kowloon Walled City occupies an area of approximately 100 hectares with buildings and structures varying from single to fourteen storeys. The project will comprise the demolition of all buildings and structures in the Walled City with the exception of the "Yamen" buildings which are located at the centre of the Walled city, and the removal of building debris arising therefrom.
3. Contractors with proven experience in large scale demolition projects are invited to apply for prequalification documents as follows:

Chief Engineer/Development & Airport,
Civil Engineering Bureau Department,
7th Floor, Empire Centre, 68 Mody Road,
Tsia Tsui East, Kowloon, Hong Kong.

TELEPHONE: (852)369 2358 FAX: (852) 311 5770

Completed prequalification submissions shall be submitted as follows not later than 12:00 noon on 1 November 1991 (Friday).

4. Joint ventures with other firms will be considered.
5. Government reserves the right to reject any Contractor's application at discretion and without explanation.

(A.W. Malone)
Director of Civil Engineering Services

COMPANY NOTICES

THE SCOTTISH AGRICULTURAL SECURITIES CORPORATION P.L.C.

Notice is hereby given that the Register of the Corporation's above mentioned Debenture Block will be CLOSED for TRANSFER and REGISTRATION from 16th to 30th September 1991.

By Order of the Board
Mr B. Richardson
19 Rutland Square,
Edinburgh, EH1 1JF
2nd September 1991.

LEGAL NOTICES

NOTICE OF APPOINTMENT OF REASLEY PENTON & CO. LIMITED

Notice of appointment of joint administrative receivers: 2 August 1991

Date of appointment of administrators: 20 August 1991

Name of person appointing the joint administrative receivers: REASLEY PENTON & CO. LIMITED

Address of administrators: 100 Newgate Street, London EC1A 7EP

Names of partners: David A. T. Wood FCA, Lesley Grosvenor & Co. Ltd, 100 Newgate Street, London EC1A 7EP

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UK COMPANY NEWS

Taylor Woodrow falls to £25.3m

By Andrew Taylor, Construction Correspondent

THE SHARE price of Taylor Woodrow fell 12p to 313p yesterday as the property and construction group announced substantial provisions for potential international construction and a London property development.

The provisions, thought to total more than £20m, were announced by Taylor Woodrow yesterday that pre-tax profits had tumbled by a third to £12.5m during the first six months of the year.

Mr Peter Drew, chairman, said the results were "an eloquent reflection of the widespread effects of the current economic recession".

The company said that provisions, which had been unexpected by analysts, had been offset by a large gain by the sale of Churchill Square, development in Brighton, and by a 10 per cent reduction in costs from £12.5m to £11.5m.

The decline in the share price brought about by a change in the mix of property disposals during the first half, according to Taylor Woodrow.

Additional provisions, thought to total several



Peter Drew: we are enduring the worst conditions for over half a century which has affected all sectors

and a widespread lack of confidence in all areas of the company's business adversely."

Earnings per share, after adjusting for the rights issue, slipped from 6.8p to 5.8p. The interim dividend is maintained at 1.86p.

Half of the rights issue cash had been committed for investment including £41m

UK activities help Intrum Justitia surge to £4.6m

By Richard Lapper

INTRUM JUSTITIA, the collection agency which listed a London stock market listing last year, yesterday reported a 53 per cent rise in pre-tax profits to £4.6m for the half year to end-June.

Following strong expansion, especially in the UK, turnover from fee income rose to £20.5m.

Expenses climbed to £17.6m (17.6m) net financial income and expenses amounted to £1.6m (£256,000).

Earnings per share advanced to 3.7p (3.5p) and the interim dividend is increased from 0.6p

The group's commercial debt businesses generated about 10 per cent of turnover, but over a third of revenues come from the UK, where buoyant demand from banks, building societies, finance companies and utilities fuelled growth in the debt division.

Lower interest charges push Scholl to £11.6m

By Michiyo Nakamoto

A SHARP drop in interest charges helped Scholl, the supplier of foot and personal healthcare products, lift interim pre-tax profits despite a decline in turnover.

Group profit improved from £11.5m to £11.6m largely as a result of a fall in interest costs (£2.07m). Borrowings were eliminated with the proceeds of the rights issue from the rights issue in May.

Turnover fell to £82.9m (287.5m) in the adverse exchange rates and a widespread downturn in consumer demand.

The effect of a 4 per cent weakening in exchange rates was particularly pronounced as a large proportion of Scholl's business is based outside the UK in the first half 75 per cent turnover is derived from non-UK markets.

Bad debts across Europe affected the consumer products business in which the months between April and June were

crucial, said Mr Neil Franchino, the executive.

Meanwhile, new de-stocking programmes adopted by organised and independent traders in the UK and Europe aided business. It is at the point where chemists didn't care whether it was to go to the supermarket to buy what they wanted, Mr Franchino said.

Turnover was 23.3m in the rest of the world, however, he said. Market share has been increased or maintained in all of its worldwide markets as cost cutting programme had to Mercury competing against British Telecom.

Lord Young made clear that yesterday's reshuffle was not the end of management changes. He reaffirmed his intention to appoint a new group managing director within a year, saying that members of the chairman's committee would report to the new executive.

Mr van Cuylenburg pointed out that his chairman by now that the roles of those in the committee rather than the individuals would change in the new

He apparently revealed that Mr van Cuylenburg had himself a plan for the job.

With the help of a reduced tax rate earnings per share rose 12 per cent to 11.3p (10.1p). The interim dividend is maintained at 2.5p on the new capital.

First Direct chief to take over at Mercury

By Hugo Dixon

MR MICHAEL Harris, chief of First Direct, the telephone banking company brought by Midland Bank, is brought in as the new chief executive of Mercury Communications in the latest phase of a management reorganisation at its parent C and W Wireless, the UK-based international telecommunications group.

As part of the reorganisation, Lord Young, executive chairman, has promoted Mr Peter van Cuylenburg, Mercury's previous chief executive, as group director with responsibility for businesses in OECD countries. Mr Brian Pemberton, currently managing director of C and W wireless services, becomes managing director of non-OECD territories.

The reorganisation follows the departure last month of Mr Gordon Owen, the group's managing director. It leaves the chairman's committee consisting of Lord Young, Mr van Cuylenburg, Mr Fletcher and Mr Neil Olsen, group director for finance and business planning.

C and W argued that Mr Harris, 42, had the right combination of marketing skills and background in technology to make a success of Mercury. He is credited with making First Direct a success by re-organising with competition with the big four clearing banks - Lord Young compared to Mercury competing against British Telecom.

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Bowater advances 5% to £51m but foresees further job cuts

By John Thornhill

BOWATER, the packaging, printing and engineering group, yesterday reported a 5 per cent improvement in pre-tax profits but said it may see no improvement in the tough trading conditions and might have to shed more jobs.

The group supplies a range of products to many industries in the UK, US and Australia and is highly regarded in demand.

Mr David Lyon, chief executive, said there had been no improvement in the order books. "It's damn difficult to tell when the market is going to end," he said.

In the first half, 1,000 employees were warned of a further 200 to 300 job cuts could follow unless there was a pick-up in orders of cash.

At the end of the period, Bowater had £250m of cash in London but had £150m of Australian

rowings of £50m (revised to £40m) following the 16 per cent exchange rates during the half year.

Operating profits from continuing business slumped from £46.5m to £31.8m, although these were adversely affected by the division's

losses in Brazil.

The coated industrial films division recorded static profits of £8.5m, engineering activities yielded a much-reduced £5.3m and tissue and timber operations contributed £11.1m. But building materials

had a strong 10 per cent against the market trend to £3.7m (£1.3m).

Fully diluted earnings fell to 21.2p (23p). The interim dividend is held at 9.5p.

See Lex

Hickson makes £10.6m flooring sale to Headlam

By Peggy Hollinger

PRE-TAX PROFITS of Hickson Group, the audio and video entertainment group, plunged 55 per cent for the six months to June 30, in spite of a rise in turnover from £100m to £112m.

However, Mr Ivor Schlossberg, chairman, was confident the shortfall could be recovered in the second half.

The proposed sale of

Headlam, the footwear and fabrics group.

Mr Ian Goss, Hickson's chief executive, said the sale would help reduce gearing. In December, it stood at 130 per cent on net debt of £107m and the interim stage sale had been by another £5m-£10m.

In 1990 Hickson Flooring Distributors incurred an operating loss of £1.1m on

The size of the acquisition led to the Stock Exchange suspending Hickson's shares. The group had a market capitalisation of about £100m while Hickson Flooring Distributors has assets of about £10m.

The shares will remain suspended until Headlam, chairman Robert Headlam, completes details of the transaction in the new

Headlam will fund the cash acquisition by issuing

shares.

Dividends shown pence per share net otherwise stated.

*Equivalent after allowing for scrip issue. **On capital issue by acquisition issues. \$US \$1 scrip option.

Pickwick plunges 95%

By Richard Gourlay

Shares in Pickwick Group, the audio and video entertainment group, plunged 95 per cent for the six months to June 30, in spite of a rise in turnover from £100m to £112m.

However, Mr Ivor Schlossberg, chairman, was confident the shortfall could be recovered in the second half.

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DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Dividend pending	Total for year
Bowater	Int 9.5p	Oct 1	Int 5.5p	21
Hambro	Int 28	Oct 28	Int 20.05	10
MTI	Int 4.2	Oct 4.2	Int 1.6	1.6
Imperial	Int 0.8	Oct 0.8	Int 0.8	0.8
Thames	Int 2.07	Oct 2.07	Int 3.59	3.12
MTF	Int 1.87p	Oct 1.87p	Int 1.7	5.1
Office and Etc.	Int 0.1	Dec 0.1	Int 0.1	0.1
Pearl	Int 1.05	Jan 3	Int 1.05	3.4
Pentos	Int 0.7	Oct 11	Int 0.6	2.5
Pickwick	Int 1.65	Oct 8	Int 1.65	5.35
Record	Int 1.15	Oct 31	Int 1.15	2.4
Roper	Int 3.5	Dec 31	Int 3.5	8.25
Scholl	Int 2.51	Nov 25	Int 2.5	2.5
Sedgwick	Int 4	Oct 25	Int 4	4
Taylor Woodrow	Int 1.86p	Oct 1	Int 1.86p	21
Wor	Int 1.11	Oct 21	Int 1.1	21

Dividends shown pence per share net otherwise stated.

*Equivalent after allowing for scrip issue. **On capital issue by acquisition issues. \$US \$1 scrip option.

TAYLOR WOODROW plc**1991 INTERIM RESULTS**

- Results reflect the widespread effects of the current economic recession
- Following successful rights issue, industrial property portfolio acquired and numerous other proposals under active but cautious scrutiny
- Overheads reduced, modestly geared with substantial bank facilities, healthy operating cash flow and a strong balance sheet

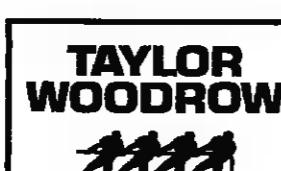
Extracts from the Statement by Peter Drew as Chairman

INTERIM RESULTS

(unaudited)

	6 months ended 30 June 1991	6 months ended 30 June 1990
Turnover	£759.3m	£673.7m
Profit before tax	£25.3m	£38.0m
Earnings per share	4.9p	6.9p*
Dividend per share	1.86p	1.86p

*after adjustment for the rights issue in 1990



CONSTRUCTION · HOUSING · PROPERTY · TRADING · WORLDWIDE

For a copy of our interim report please telephone Trevor Jones, Taylor Woodrow Group Corporate Communications

FIVE OAKS INVESTMENTS PLC

£19,000,000

3 YEAR TERM LOAN
to refinance existing borrowings
(Interest protection provided by the Agent)

Agent

ROBERT FLEMING & CO. LIMITED

Funds provided by

LLOYDS BANK PLC
ROBERT FLEMING & CO. LIMITED

UK COMPANY NEWS

A missed window of opportunity

Alan Cane takes a look at the falling fortunes of Psion

HARD HIT by a combination of the recession and the lack of product introductions, Psion, the London-based electronics company which in the UK's standard in hand-held computers, barely turned in a profit in the first half of 1991.

Its results before tax, substantially below year's figures, take fresh gloom about the future for small, innovative European companies in today's fast moving, cash-hungry, electronics marketplace.

Pre-tax profits at Psion - known for its Organiser electronic filing system - have now fallen for three consecutive half years. Mr David Potter, founder and chairman, warned that although he believed the second half would be better than the first, he did not anticipate a dramatic improvement. Psion shares fell 2p to 40p in the news of equal their results this year.

For the six months to June 30 the company had turnover of £1.63m, some 25 per cent lower than in the first half of the previous year.

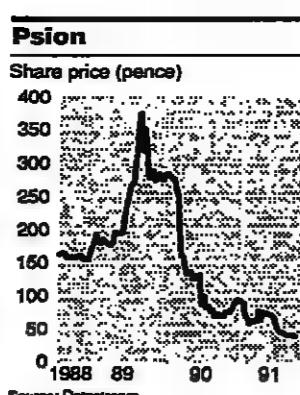
Profit before tax of only £7,000 compared with £34,000 a year earlier and with £1.63m for the first half of 1989. For 1990 as a whole, sales totalled £31.4m.

First half earnings per share fell from 0.57p to 0.12p but the interim dividend is maintained at 1p on the grounds that gearing remains low and that the company's financial position is sound.

Mr Potter identified two reasons for Psion's disappointing performance.

First, the failure of the MC range of laptop computers which should by now have taken over from the Organiser family as the main source of revenues. "A year in the making" products" was how Mr Potter euphemistically described the failure of the range yesterday.

The MC machines, in fact, contributed only about £1.25m



David Potter: Two reasons for the poor results

to revenues in the first half of the year and there is no indication that the range is set for a sales revival. Mr Potter says the range will continue to be supported and developed, however, including the introduction this year of high quality word processing software.

The MC machines were well received when first introduced, but sales were hampered initially by a shortage of peripheral equipment and business software from which they have recovered.

The company clearly under-

estimated the need to introduce and support such an innovative new product family.

By the time peripherals and software had been developed and brought to market, the trend to Japanese "notebook" computers had already started and Psion had lost a window of opportunity. "We were unlucky in our timing", Mr

Second, the recession brought an unprecedented decline in capital spending which has taken over from the Organiser family as the main source of revenues. "A year in the making" products" was how Mr Potter euphemistically described the failure of the range yesterday.

The MC machines, in fact,

contributed only about £1.25m

of HC hand-held computers was launched in April and has been well received; the range will make a contribution to profits in the second half of the year.

The company will launch a new pocket-sized computer which should attack a market that Japanese manufacturers and US specialists in hand-held machines, like Hewlett-Packard, are trying to make their own. Mr Potter says the new Pocket computer will leap-frog Japanese products in terms of power and functionality.

Will the cost of supporting the new pocket computer prove as burdensome as supporting the MC range?

Mr Potter says the company is ready to reap the benefit of its success in portable computers. All Psion's ranges use the same design principles, the same communications systems.

Like a radio manufacturer, Psion puts all its circuitry into the same chassis.

Mr Potter believes the Organiser has another three or four years of life, but he will inevitably be depressed during the year.

What hopes are there for recovery? The company has already cut business costs by 20 per cent and reduced stocks to a "modest" level. It is now looking to the breadth of its product line and the potential of new hand-held products to generate renewed profitability.

Mr Potter believes there will be explosive growth in handheld devices when business recovers, based on the power that can be built into a handheld unit these days and the potential for linking handheld computers with radio and telephone.

He argues that

Analysts are predicting profits of £200,000 for the full year, up from approximately £25m.

If there is to be a jam at Psion, it will not sweeten Mr Potter's life before late 1992.

The company's new range

Former IBA chief takes chair at Transworld

By Ian Hamilton Fazey, Northern Correspondent

MR JOHN WHITNEY, former director-general of the Independent Broadcasting Authority, has been appointed chairman of Transworld Communications, the USM-listed radio operator which yesterday announced interim losses of £1.08m, against £1.17m, turnover down from £5.2m.

He succeeds Mr Owen Oyston, the Lancashire entrepreneur, who last month resigned as chairman after principal shareholders refused to back a much-needed rights issue.

Details of a 5-for-2 rights issue were announced yesterday. Nearly 28m new shares will be issued at 45p each payable in full on acceptance.

The shares fall 1p to 88p yesterday.

The issue, which is expected to raise some £1.3m, will eliminate borrowings arising from the take-over of Manchester's Piccadilly Radio in 1990.

The Manchester Evening News group, which owns 20 per cent of Transworld, confirmed that it would take up its rights.

Knap, the newspaper, magazine and radio operator, which has 17.6 per cent, indicated that it would do so when forcing Mr Oyston's resignation.

Mr Oyston, who holds 22 per cent, told the annual meeting that he would also take up his rights.

Transworld's hopes of averting its debt crisis were dashed by recession and the slump in advertising during and after the Gulf war.

Shareholders have confidence in Mr Oyston, whom Mr Harry Roche, chairman of the Guardian-MSN, is running the company like a private business.

Sedgwick affected by low US rates and exchange movements

By Richard Lapper

AN UNEXPECTED fall in insurance rates in the US and the impact of exchange movements depressed Sedgwick Group, the UK's insurance broker, leaving it with interim pre-tax profits down from £6.3m.

Earnings per share fell to 10p (10.4p) but the interim dividend was maintained at 4p.

At constant exchange rates, turnover fell only 1 per cent, but declined 10 per cent in sterling terms (£377.5m). Operating income - from brokerage commission and fees - fell by 5.4 per cent (£342.8m).

Lower UK and US interest rates responsible for a 15 per cent fall in investment income (£34.7m).

The impact was offset by a reduction in costs to £26.6m (£30.5m), although the

market in London had been set by a marked shrinkage in capacity with a number of reinsurance companies quitting the market.

Payne, the reinsurance subsidiary which is 15 per cent of Sedgwick's operating income, experienced an 11 per cent reduction in income (£3.9m).

The unevenness in rating trends meant this was a very difficult market to do business in," said Mr Rowland.

Despite the market strength in the US, Mr Rowland said Sedgwick through hedging to obtain a more favourable exchange rate for the months of 1990.

Sedgwick claims continuing success in its efforts to expand, especially in North America.

See Lex

NEWS DIGEST

Slimmer Ropner falls to £2.3m

ROPNER, the Darlington-based engineering, shipping and pre-tax profits fall from £3.1m to £2.3m in the first half.

However, trading activities showed higher profits of £1.46m, against £1.12m. In the second half of the previous year trading products and insurance broking were flat.

The pre-tax figure was not investment income of £21.4m, against £27.5m (22.5m).

Turnover was £7.64m (£7.3m).

Mr Oyston, whom Mr Harry Roche, chairman of the Guardian-MSN, is running the company like a private business.

Turnover for this manufacturer of hand tools, fell from £1.04m to £1.01m.

Activities were sold for half of the home decline. Operating improved from 10 per cent

Earnings per share were 3.42p (4.83p) and the interim dividend again 1.15p.

OEM

Turnover rose 18 per cent to £8.44m, but trading profit declined slightly to £2.55m (£2.59m); with receivable down to £26.00m (£36.00m) the pre-tax balance fell to £2.55m.

Mr Colin Clive, chairman, said all the group's market sectors suffered from the recession and some parts of the business had not been assisted by the reform.

The electronic processing business had been fully integrated and had a successful year.

Earnings per share was 15.1p (15.5p). The final dividend is proposed at 4p for a total of 3.85p.

Peek

In the first half of 1991, Peek, the international traffic and field data systems group, pre-tax profit halved from £2.02m to £1.02m, "in line with expectations in a weak market," explained Mr Ken Maud, chairman.

Traffic operations continued to advance in Europe and the US. The integration of the traffic systems business of Philips, acquired in April, was progressing well and significant new contracts had been gained.

Turnover rose to £8.1m (£7.55m). Earnings per share were 2.01p (2.05p) and the interim dividend was 1.05p.

Record

In a "reasonably satisfactory" half year, Record Holdings achieved pre-tax profits of £1.57m, compared with £2.1m, after allowing £223,000 for the establishment of a new distribution centre.

Losses per share worked through at 5.4p (£5.1p), after taking an extraordinary loss of £1.05m (£1.05m debits and preference dividends) and the retained loss to £1.05m (£1.73m).

Turnover rose to £28.1m (£25.0m). Earnings per share were 2.01p (2.05p) and the interim dividend was 1.05p.

Arthur Wood

A 4 per cent increase in interim pre-tax profits, from £1.1m to £1.12m, was achieved by Arthur Wood & Son (Longport).

WSP

WSP Holdings, a consulting engineering group, reported a marginal fall in pre-tax profits from £6.66m to £6.52m in the six months to end-June.

The result was struck on slightly reduced to £2.55m and after payment of £1.15p, an unchanged 1.15p, payable from earnings per share of 4.83p.

Thomas Jourdan

Thomas Jourdan, the consumer products group, tumbled from pre-tax profits of £1.02m to losses of £1.02m for the half year to June 30.

Turnover fell 16 per cent to £11.3m (£12.3m). Losses per share worked through at 1.52p (1.52p) and the interim dividend is set by 1p to 0.8p.

GUERNSEY GAS LIGHT COMPANY LIMITED UNAUDITED INTERIM RESULTS 1991 HIGHLIGHTS

- Consolidated group turnover at record half-year level
- Consolidated group pretax profit at record half-year
- Interim dividend maintained at 9.0p per share

	Six Months	June 30	Year ended December 31
	1991	1990	1990
	£'000's	£'000's	£'000's
Turnover	62,186	53,302	98,921
Operating Profit	2,486	1,768	3,530
Shares of Profits of Associated Companies	123	102	—
Investment Income	7	8	—
Interest	(134)	(326)	(576)
Profit on Ordinary Activities	2,482	1,427	—
Taxation	(574)	(427)	(809)
Profit after Taxation	1,908	1,020	2,353
Extraordinary Items	—	5	76
Dividend Net as proposed	(396)	(396)	(993)
Profit Retained	1,510	1,133	1,438
Earnings per Share	3.45p	2.77p	4.27p
Dividend per Share	0.90p	0.90p	—

(1990 Figures adjusted to 10p shares)

Copies of annual report/audited accounts and interim results from Brian Graham, Company Secretary, Guernsey Gas Light Company Limited, Sydney House, Rue de Commerce, Peter Port. Telephone: 01481 221111. Fax: 01481 221111.

INTERIM RESULTS 1991

	1991	1990
Sales	£496m	£547m
Profit before tax	£40.1m	£63.5m
Earnings per share	8.1p	12.8p
Dividend per share	4.2p	4.2p

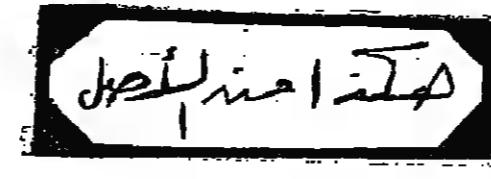
"Compared with a record first half year in 1990, our results for the six months ended 30 June 1991 show how severe the effects of recession have been.

The actions which we have taken and are continuing to take are designed to improve our market share and widen operating margins even in the difficult trading climate being experienced. They will also ensure that we resume our previous growth pattern as quickly as possible."

Sir Eric Pountain, Chairman

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COMMODITIES AND AGRICULTURE

EC buys wheat from Hungary to feed Albanians

By David Buchan in Brussels

THE EUROPEAN Commission said yesterday that it is buying 100 tonnes of surplus Hungarian wheat to give a food-short Albania.

It is the first such "triangular" operation in the European Community's aid programme in Europe, in which countries have had to buy surplus in one Eastern European country to deficit in another.

Food proposals by the commission to buy European food to the much greater food needs of the Soviet Union have founded in the EC Ministers, in which a majority of EC governments have insisted that Ecu250m (£175m) of EC aid be pledged to the Union should come out of EC funds. This will finance 100 tonnes of food, of which 80 already been dispatched.

Commission officials said they were unsure whether the Albanian operation could be a precedent for aid packages elsewhere. It is only possible that the EC could buy the Hungarian wheat of the European Community's aid programme for Albania.

The commission is making a request for approval by EC governments and the European Parliament for 100 tonnes of food for Albania, and it announced yesterday it was raising this request to 100,000 tonnes.

The officials said Albania

was desperately short of food,

needing some 50,000 tonnes of

bread-making wheat a month

until the new harvest in mid-

1992 to maintain adequate lev-

el consumption.

Amounts of aid have been

pledged by Italy, which is

keeps Albanian refugees out.

But the capacity of

Albania's ports is very lim-

ited, officials said, and the

great advantage of Hungarian

wheat was that it could be

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Std Price	Offr Price	W	Yield	Std Price	Offr Price	W	Yield	Std Price	Offr Price	W	Yield	Std Price	Offr Price	W	Yield	Std Price	Offr Price	W	Yield	Std Price	Offr Price	W	Yield
N. S. P. Life Assurance Ltd 6-7 Bedford Row, London, WC1R 4UL Life Managers Fd.	115.3	115.3	4.0	2.014	2.014	2.014	4.0	2.024	2.024	2.024	4.0	2.034	2.034	2.034	4.0	2.044	2.044	2.044	4.0	2.054	2.054	2.054	4.0
Managed Fund	115.3	115.3	4.0	2.054	2.054	2.054	4.0	2.064	2.064	2.064	4.0	2.074	2.074	2.074	4.0	2.084	2.084	2.084	4.0	2.094	2.094	2.094	4.0
Life Deposit Fd.	115.3	115.3	4.0	2.094	2.094	2.094	4.0	2.104	2.104	2.104	4.0	2.114	2.114	2.114	4.0	2.124	2.124	2.124	4.0	2.134	2.134	2.134	4.0
People's Charter Fd.	115.3	115.3	4.0	2.134	2.134	2.134	4.0	2.144	2.144	2.144	4.0	2.154	2.154	2.154	4.0	2.164	2.164	2.164	4.0	2.174	2.174	2.174	4.0
National Financial Management Corp PLC 72 Queen Victoria St, London EC4R 9JL Life Funds	124.2	124.2	4.0	2.174	2.174	2.174	4.0	2.184	2.184	2.184	4.0	2.194	2.194	2.194	4.0	2.204	2.204	2.204	4.0	2.214	2.214	2.214	4.0
Managed Growth	124.2	124.2	4.0	2.214	2.214	2.214	4.0	2.224	2.224	2.224	4.0	2.234	2.234	2.234	4.0	2.244	2.244	2.244	4.0	2.254	2.254	2.254	4.0
NFPI Trust Fund	124.2	124.2	4.0	2.254	2.254	2.254	4.0	2.264	2.264	2.264	4.0	2.274	2.274	2.274	4.0	2.284	2.284	2.284	4.0	2.294	2.294	2.294	4.0
Managed Fund	124.2	124.2	4.0	2.294	2.294	2.294	4.0	2.304	2.304	2.304	4.0	2.314	2.314	2.314	4.0	2.324	2.324	2.324	4.0	2.334	2.334	2.334	4.0
Managed Fund	124.2	124.2	4.0	2.334	2.334	2.334	4.0	2.344	2.344	2.344	4.0	2.354	2.354	2.354	4.0	2.364	2.364	2.364	4.0	2.374	2.374	2.374	4.0
NFPI Fund	124.2	124.2	4.0	2.374	2.374	2.374	4.0	2.384	2.384	2.384	4.0	2.394	2.394	2.394	4.0	2.404	2.404	2.404	4.0	2.414	2.414	2.414	4.0
NFPI Fund	124.2	124.2	4.0	2.414	2.414	2.414	4.0	2.424	2.424	2.424	4.0	2.434	2.434	2.434	4.0	2.444	2.444	2.444	4.0	2.454	2.454	2.454	4.0
NFPI Fund	124.2	124.2	4.0	2.454	2.454	2.454	4.0	2.464	2.464	2.464	4.0	2.474	2.474	2.474	4.0	2.484	2.484	2.484	4.0	2.494	2.494	2.494	4.0
NFPI Fund	124.2	124.2	4.0	2.494	2.494	2.494	4.0	2.504	2.504	2.504	4.0	2.514	2.514	2.514	4.0	2.524	2.524	2.524	4.0	2.534	2.534	2.534	4.0
NFPI Fund	124.2	124.2	4.0	2.534	2.534	2.534	4.0	2.544	2.544	2.544	4.0	2.554	2.554	2.554	4.0	2.564	2.564	2.564	4.0	2.574	2.574	2.574	4.0
NFPI Fund	124.2	124.2	4.0	2.574	2.574	2.574	4.0	2.584	2.584	2.584	4.0	2.594	2.594	2.594	4.0	2.604	2.604	2.604	4.0	2.614	2.614	2.614	4.0
NFPI Fund	124.2	124.2	4.0	2.614	2.614	2.614	4.0	2.624	2.624	2.624	4.0	2.634	2.634	2.634	4.0	2.644	2.644	2.644	4.0	2.654	2.654	2.654	4.0
NFPI Fund	124.2	124.2	4.0	2.654	2.654	2.654	4.0	2.664	2.664	2.664	4.0	2.674	2.674	2.674	4.0	2.684	2.684	2.684	4.0	2.694	2.694	2.694	4.0
NFPI Fund	124.2	124.2	4.0	2.694	2.694	2.694	4.0	2.704	2.704	2.704	4.0	2.714	2.714	2.714	4.0	2.724	2.724	2.724	4.0	2.734	2.734	2.734	4.0
NFPI Fund	124.2	124.2	4.0	2.734	2.734	2.734	4.0	2.744	2.744	2.744	4.0	2.754	2.754	2.754	4.0	2.764	2.764	2.764	4.0	2.774	2.774	2.774	4.0
NFPI Fund	124.2	124.2	4.0	2.774	2.774	2.774	4.0	2.784	2.784	2.784	4.0	2.794	2.794	2.794	4.0	2.804	2.804	2.804	4.0	2.814	2.814	2.814	4.0
NFPI Fund	124.2	124.2	4.0	2.814	2.814	2.814	4.0	2.824	2.824	2.824	4.0	2.834	2.834	2.834	4.0	2.844	2.844	2.844	4.0	2.854	2.854	2.854	4.0
NFPI Fund	124.2	124.2	4.0	2.854	2.854	2.854	4.0	2.864	2.864	2.864	4.0	2.874	2.874	2.874	4.0	2.884	2.884	2.884	4.0	2.894	2.894	2.894	4.0
NFPI Fund	124.2	124.2	4.0	2.894	2.894	2.894	4.0	2.904	2.904	2.904	4.0	2.914	2.914	2.914	4.0	2.924	2.924	2.924	4.0	2.934	2.934	2.934	4.0
NFPI Fund	124.2	124.2	4.0	2.934	2.934	2.934	4.0	2.944	2.944	2.944	4.0	2.954	2.954	2.954	4.0	2.964	2.964	2.964	4.0	2.974	2.974	2.974	4.0
NFPI Fund	124.2	124.2	4.0	2.974	2.974	2.974	4.0	2.984	2.984	2.984	4.0	2.994	2.994	2.994	4.0	3.004	3.004	3.004	4.0	3.014	3.014	3.014	4.0
NFPI Fund	124.2	124.2	4.0	3.014	3.014	3.014	4.0	3.024	3.024	3.024	4.0	3.034	3.034	3.034	4.0	3.044	3.044	3.044	4.0	3.054	3.054	3.054	4.0
NFPI Fund	124.2	124.2	4.0	3.054	3.054	3.054	4.0	3.064	3.064	3.064	4.0	3.074	3.074	3.074	4.0	3.084	3.084	3.084	4.0	3.094	3.094	3.094	4.0
NFPI Fund	124.2	124.2	4.0	3.094	3.094	3.094	4.0	3.104	3.104	3.104	4.0	3.114	3.114	3.114	4.0	3.124	3.124	3.124	4.0	3.134	3.134	3.134	4.0
NFPI Fund	124.2	124.2	4.0	3.134	3.134	3.134	4.0	3.144	3.144	3.144	4.0	3.154	3.154	3.154	4.0	3.164	3.164	3.164	4.0	3.174	3.174	3.174	4.0
NFPI Fund	124.2	124.2	4.0	3.174	3.174	3.174	4.0	3.184	3.184	3.184	4.0	3.194	3.194	3.194	4.0	3.204	3.204	3.204	4.0	3.214	3.214	3.214	4.0
NFPI Fund	124.2</																						

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WORLD STOCK MARKETS

WORLD STOCKS														
AUSTRIA														
September 3	540	+ or -	FRANCE (continued)	September 3	Fr.	+ or -	GERMANY (continued)	September 3	DM.	+ or -	NETHERLANDS	September 3	Fl.	+ or -
Austrian Airlines	2,900	+17	Baptiste Say Ctr Int	490	+10	Continental AG	220	-5	A & B Auto Holes	30	+10.20	Erickson B Free	170	-2
AV General	2,200	-5	Bonifacius	2,240	-10	ACF Die Holes	36	-10	Emette B Free	150	-2	Gamme B	230	-2
Jungpanzuer	10,350	-120	COF	1,145	-10	Deutsche Bahn	1,000	-10	Gamme B Free	230	-2	Gamme B	230	-2
Levi's	1,020	-20	CMH Packaging	1,250	-50	Deutsche Bahn	1,145	-10	Gamme B Free	230	-2	Gamme B	230	-2
Merkenzuer	1,740	+17	Concalt	1,120	+15	Deutsche Bahn	1,250	-50	Gamme B Free	230	-2	Gamme B	230	-2
Reiter Herdlich	782	-5	Concalt	1,242	+30	Deutsche Bahn	1,330	-10	Gamme B Free	230	-2	Gamme B	230	-2
Reitlingers Brue	1,950	-20	Concalt	1,242	+30	Deutsche Bahn	1,420	-10	Gamme B Free	230	-2	Gamme B	230	-2
Vetscher Masch	2,511	-5	Concalt	1,242	+30	Deutsche Bahn	1,500	-10	Gamme B Free	230	-2	Gamme B	230	-2
Verbind BfA	515	-5	Concalt	1,242	+30	Deutsche Bahn	1,580	-10	Gamme B Free	230	-2	Gamme B	230	-2
Wimmerberger	5,405	-54	Concalt	1,242	+30	Deutsche Bahn	1,660	-10	Gamme B Free	230	-2	Gamme B	230	-2
SWITZERLUXEMBOURG			Concalt	1,242	+30	Deutsche Bahn	1,740	-10	Gamme B Free	230	-2	Gamme B	230	-2
September 3	Fr.	+ or -	Concalt	1,242	+30	Deutsche Bahn	1,820	-10	Gamme B Free	230	-2	Gamme B	230	-2
Crédit Lyon (CH)	311	-5	Concalt	1,242	+30	Deutsche Bahn	1,900	-10	Gamme B Free	230	-2	Gamme B	230	-2
Credit National	1,227	+22	Concalt	1,242	+30	Deutsche Bahn	1,980	-10	Gamme B Free	230	-2	Gamme B	230	-2
Damart	2,001	-10	Concalt	1,242	+30	Deutsche Bahn	2,060	-10	Gamme B Free	230	-2	Gamme B	230	-2
Bank Int'l a Lux	10,500	-10	Concalt	1,242	+30	Deutsche Bahn	2,140	-10	Gamme B Free	230	-2	Gamme B	230	-2
Banq Gen Lux Pts	12,200	-10	Concalt	1,242	+30	Deutsche Bahn	2,220	-10	Gamme B Free	230	-2	Gamme B	230	-2
Concalt	1,050	-50	Concalt	1,242	+30	Deutsche Bahn	2,300	-10	Gamme B Free	230	-2	Gamme B	230	-2
CRB Ciment	9,800	+20	Concalt	1,242	+30	Deutsche Bahn	2,380	-10	Gamme B Free	230	-2	Gamme B	230	-2
Colegas AFV 1	4,850	-10	Concalt	1,242	+30	Deutsche Bahn	2,460	-10	Gamme B Free	230	-2	Gamme B	230	-2
Colgate AFV 1	174	-10	Concalt	1,242	+30	Deutsche Bahn	2,540	-10	Gamme B Free	230	-2	Gamme B	230	-2
Orlitzat Fr Line	7,900	-10	Concalt	1,242	+30	Deutsche Bahn	2,620	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electra	4,550	-10	Concalt	1,242	+30	Deutsche Bahn	2,700	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	2,780	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	2,860	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	2,940	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,020	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,100	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,180	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,260	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,340	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,420	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,500	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,580	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,660	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,740	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,820	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,900	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	3,980	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,060	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,140	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,220	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,300	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,380	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,460	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,540	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,620	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,700	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,780	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,860	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	4,940	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,020	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,100	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,180	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,260	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,340	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,420	-10	Gamme B Free	230	-2	Gamme B	230	-2
Electrafras ACT	2,675	+10	Concalt	1,242	+30	Deutsche Bahn	5,500							

The FT proposes to publish this survey on
October 7 1991.

72 % of Chairman, Managing Directors and Board Directors of Britains 500 largest companies read the FT. If you want to reach this important audience, call Alison Goodman on

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Data source: MORI - *Captains of Industry Survey 1991*

NYSE COMPOSITE PRICES

NASDAQ NATIONAL MARKET

00 pm prices September 3

AMEX COMPOSITE PRICES

222 *pm* edition, September 3

TECHNOLOGY IN THE OFFICE

The FT proposes to publish this survey on
8th October 1991

8th October 1991
It will be of special interest to the 145,000
Businessmen included in decision making about
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3062.

Data Source : BMRB Businessman Survey 1990.

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The FT proposes to publish this survey on 17 September 1991. 64% of FT business readers have decision making responsibility for computers. If you want to reach this important audience, call Andy Barrons on 071 873 3201 or fax 071 873 2062.

FT SURVEYS

AMERICA

Dow fluctuates on further evidence of firm economy

Wall Street

SHARE PRICES fluctuated on either side of opening values yesterday morning as the market digested the implications of more good news about the economy, writes Patrick Harrison in New York.

By 1pm the Dow Jones Industrial Average was up 1.35 at 3,044.95, while the more broadly based Standard & Poor's eased 0.43 to 350.00. The Nasdaq composite index of over-the-counter stocks was down 2.97 at 522.71 by early afternoon, and NYSE turnover was a modest 92m shares.

The Dow gained almost 15 points in the first half hour of trading, after the National Association of Purchasing Managers reported that its index of manufacturing trends rose from 51.8 per cent in July to 54.8 per cent last month. It was the seventh consecutive monthly rise, and the third month running that the index has been over 50 per cent - an indication that the manufacturing economy is expanding, rather than contracting.

Investors were able to take a positive or a negative view of the data. On the plus side it showed that the US economy is pulling out of its recession, but on the minus side the strength in manufacturing could persuade the Federal Reserve that

interest rates do not need to be cut to stimulate economic activity.

The latter argument took hold later in the morning session, sending prices lower. However, there is still hope that, if this Friday's August employment report shows weak labour market conditions, the Fed will decide to ease monetary policy.

Among individual stocks, Aetna slipped 3% to \$35.5% on forecasts that claims from Hurricane Bob, which hit the US eastern seaboard a fortnight ago, would reduce the insurance company's third-quarter profits by about \$27m, or 25 cents a share.

Koger Equity dropped 3% to \$5.4 after the trust was forced to cut its dividend from 32 cents a share to just 12 cents a share because of financial difficulties at Koger Properties.

Compagnie Computer jumped 81% to \$36.0 on turnover of 500,000 shares after Mr David Korus, an analyst at Kidder Peabody, raised his rating on the company from "underperform" to "buy", citing his approval of measures that Compagnie had taken to improve its performance in the highly competitive personal computer market.

Browning-Ferris fell 3% to \$22 on volume of 1.5m shares as Wall Street analysts cut their earnings estimates following a profits warning from the US economic figures, and the composite index fell 8.5 to 3,503. Declining issues led advances by 205 to 154 on a volume of 8.2m shares valued at \$86.9m.

Among active shares, Bank of Nova Scotia rose 6% to \$16.9, Rogers Communications eased 6% to \$16.0, and Toronto-Dominion slipped 6% to \$16.8.

Laidlaw class B fell 3% to \$12.9 after a Prudential Securities analyst said that he had cut his rating for a waste management competitor, Oshawa Group class A shares eased 6% to a 52-week low of \$8.7 on last Friday's fall in second-quarter earnings.

Canada

TORONTO took profits following the US economic figures, and the composite index fell 8.5 to 3,503. Declining issues led advances by 205 to 154 on a volume of 8.2m shares valued at \$86.9m.

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ASIA PACIFIC

Japan ends little changed as rate cut lifts Australia

Tokyo

SHARE PRICES moved in a narrow range yesterday, tracking movements in the futures markets. The Nikkei average finished almost unchanged, as foreign buying continued to absorb arbitrage-related selling, writes Emiko Terazono in Tokyo.

The Nikkei closed up 0.78 at 22,469.20 after a high for the day of 22,597.21 and a low of 22,419.00. Turnover again totalled 320m shares. Continued buying by foreign investors supported volume, but traders said domestic institutions were reluctant to commit funds before the September book closing.

Gains led losses by 443 to 358, with 240 issues unchanged. The Topix index of all first section stocks shed 5.55 to 1,744.15, but in London trading the ISE/Nikkei 50 index ended 4.03 firmer at 1,334.89.

Futures prices fell, led by a volatile bond market; the cash market was affected but found support from selective buying.

Sluggish earnings results for the half year to September from the bulk of companies are a growing concern in the market, so yesterday's trading focused on companies backed by good earnings forecasts. Osaka Gas, the most active issue of the day, strengthened 1.15 to Y156.8. The company expects a 25 per cent year-on-year rise in pre-tax profits to March 1992.

Jujo Paper climbed 1.15 to Y16.05 on buying by foreigners, who were attracted by the company's stable business conditions and prospects of an early recovery in profits.

General Seki, the oil refiner, moved ahead Y10 to a year's high of Y17.75, backed by expectations of an upward revision in earnings. Other oil issues were also strong, with Nippon Oil advancing Y34 to

Y1,010 and Showa Shell Sekiyu Y130 to Y2,650.

NEW ZEALAND also rose in response to the Australian rate cut, with stocks listed in both countries leading gains. The NZSE-40 index climbed 19.36 or 1.4 per cent to 1,422.80 in moderate turnover of NZ\$16.6m, up from NZ\$9.6m.

The auto sector fell on the weak business outlook. Nissan Motor slipped Y5 to Y655 on the company's projected 45 per cent fall in pre-tax profits for the current business year. Toyota Motor declined Y40 to Y1,520.

Individual investors chased Meiji Seika, the confectioner. The issue rose Y6 to Y565 on continued popularity after the company's development of a new anti-cancer drug. The antibiotic will be presented to the cancer association next week.

In Osaka, the OSE average put on 27.32 to 24,452.16 on volume of 32.8m shares as individual investors hunted for bargains. Murata Mfg, the ceramic capacitor maker, appreciated Y80 to Y1,880 on forecasting a sharp rise in profits for the current year.

Roundup

AN INTEREST rate cut in Australia boosted the Antipodean markets, but political speculation held back Singapore and Hong Kong yesterday.

AUSTRALIA was lifted 1.9 per cent by news of a one-point cut to 9.5 per cent in the central bank's official interest rate. The All Ordinaries index gained 29.7 to 1,588.16. Turnover rose to A\$22.4m from A\$8.5m.

BOMBAZ dropped 1.8 per cent on fears of higher than normal carry-forward charges at the end of the two-week account, which closes tomorrow. The BSE index lost 31.63 to 1,764.26.

JAKARTA moved below the 300 level on the market index, as a leading textile company's downward revision of its profit forecast continued to depress sentiment. The index receded 3.64 to 299.86 in volume of 6.7m shares.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS

	MONDAY SEPTEMBER 2 1991						FRIDAY AUGUST 30 1991						DOLLAR INDEX					
	US Index	Day's Change %	Pound Starting Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	Gross Div. Yield	US Dollar Index	Pound Starting Index	Yen Index	DM Index	Local Currency Index	1981 High	1981 Low	Year ago (approx)		
Australia (69)	146.35	+0.2	126.48	125.46	132.81	124.15	+0.0	146.85	129.35	128.87	133.33	124.18	151.58	112.74	144.27			
Austria (20)	176.10	+0.2	154.95	152.16	159.81	159.91	+0.5	176.77	152.03	159.91	159.18	152.37	154.82	121.56				
Belgium (47)	126.11	+0.6	112.99	113.84	116.05	115.84	+0.5	127.59	112.53	110.38	115.98	111.32	115.20	118.04	141.20			
Canada (114)	140.20	+0.1	123.28	121.14	127.22	115.88	+0.0	140.07	123.54	121.16	127.32	115.83	142.27	126.49	133.97			
Denmark (16)	140.20	+0.1	122.50	122.50	122.50	122.50	+0.0	140.07	122.50	122.50	122.50	122.50	122.50	121.74	127.88			
Finland (16)	86.03	+0.3	84.48	82.98	87.14	85.56	+0.7	82.93	86.54	84.35	82.73	85.94	84.97	82.15	85.55			
France (109)	136.71	+0.0	120.29	118.20	124.05	127.17	-0.1	136.73	120.59	120.59	124.28	124.28	125.26	118.71	137.25			
Germany (65)	167.90	+0.2	148.92	148.11	156.82	156.82	+0.3	168.42	156.82	156.82	159.80	159.80	166.56	156.55	161.97			
Hong Kong (55)	167.30	+0.1	147.20	146.11	151.16	151.16	+0.2	168.50	148.12	148.12	151.24	151.24	165.74	169.95	170.62	125.45		
Ireland (18)	126.70	+0.2	114.14	124.60	114.45	114.45	+0.1	126.70	114.56	114.56	114.56	114.56	120.56	114.56	120.50			
Italy (77)	71.73	-0.1	63.11	61.98	65.08	69.72	-0.3	73.79	63.31	62.10	65.25	66.91	68.23	64.78	72.92			
Japan (474)	126.57	+1.1	111.97	109.37	114.87	109.37	+1.0	125.14	110.37	108.22	113.77	108.25	146.97	112.23	128.92			
Malaysia (88)	209.30	+1.7	184.16	183.92	224.41	187.87	+2.8	205.77	181.48	177.58	187.05	177.28	220.51	186.16	221.30			
Mexico (18)	106.14	+0.7	106.14	104.90	104.90	104.90	+0.7	107.00	104.00	104.00	104.00	104.00	104.00	102.18	104.00			
Netherlands (31)	130.00	+0.4	124.49	119.31	126.20	123.89	+0.2	137.47	121.24	118.52	124.97	122.69	132.45	121.39	135.90			
New Zealand (14)	45.94	-0.9	40.42	39.70	41.69	42.50	-0.9	7.17	45.36	40.88	42.10	42.14	54.54	41.18	52.53			
Norway (31)	201.20	+0.3	178.92	173.76	182.48	183.84	+0.5	151.14	178.28	178.28	183.74	183.74	178.58	172.77				
Singapore (38)	156.28	+0.3	171.00	168.72	171.19	154.68	+0.3	154.74	171.77	169.45	177.04	154.24	202.25	151.63	174.77			
South Africa (51)	151.30	+0.6	143.52	140.72	152.20	144.54	+0.5	151.30	140.42	140.42	148.86	148.86	152.00	132.00	162.20			
Spain (53)	151.30	+0.6	143.52	130.74	152.20	144.54	+0.5	151.30	140.12	140.12	142.40	142.40	136.46	125.99	141.55			
Sweden (25)	191.18	-0.																